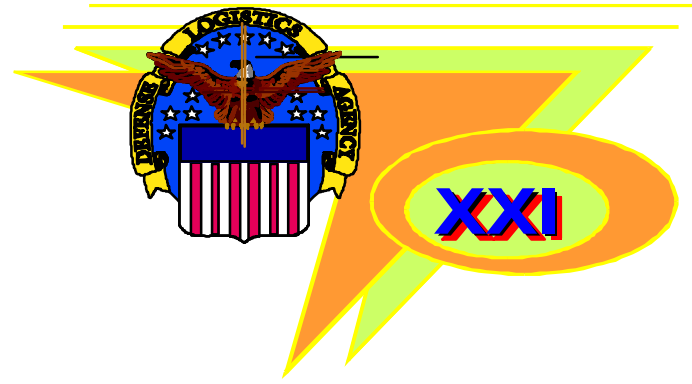


Defense Contract Management Command



DCMDW

**FY 98 End of Year
Mission Management Review (MMR)**

FY 98 Performance Plan

Performance Goal 1.1 – Right Advice	DCMC	East	West	Int'l
• (1.1.1) Achieve a satisfaction rating of 5 or better for 90% of all Early CAS customers surveyed.	G/R	N/R	N/R	N/R
• (1.1.2) Reserved.	N/A	N/A	N/A	N/A
• (1.1.3) Maintain Contractor Alert List (CAL) at 98% completeness or better.	G/R	N/R	N/R	N/R
• (1.1.4) Increase contractor participation in SPI.	G/R	G/R	Green	G/R
• (1.1.5) Maintain Preaward Survey Timeliness at 85% on-time rate.	G/R	G/R	Green	G/R
• (1.1.6) Reserved.	N/A	N/A	N/A	N/A
• (1.1.7) Increase the amount of excess property disposed of by 20%. (Includes activities related to MRM #5.)	G/R	G/R	Red	G/R
• (1.1.8) Engage in activities to ensure Delay Forecast Coverage, Timeliness, and Accuracy target performance at 100%, 95%, and 0 respectively.	G/R	N/R	N/R	N/R
• (1.1.9) Improve the quality (concentration of potential savings) of processes submitted under SPI.	G/R	G/R	Green	G/R
• (1.1.10) Evaluate and disposition recommendations made in the Preaward Survey Process Action Team report.	G/R	N/R	N/R	N/R
• (1.1.11) Reserved.	N/A	N/A	N/A	N/A
• (1.1.12) Develop and deploy an effective Command-wide “lessons learned” process.	G/R	N/A	N/A	N/A
• (1.1.13) Continue development of the Contractor Information Service.	G/R	N/A	N/A	N/A
• (1.1.14) Reserved.	N/A	N/A	N/A	N/A
• (1.1.15) Engage in activities to improve the ability to develop and execute effective, integrated surveillance plans.	G/R	N/R	N/R	N/R

FY 98 Performance Plan (Con't)

Performance Goal 1.1 – Right Advice (Con't)	DCMC	East	West	Int'l
• (1.1.16) Contractor Information Service (CIS). Complete application development, FT, ET, training, and software installation.	G/R	N/R	N/R	N/R
• (1.1.17) Over and Above systems (OASYS). Complete application development, FT, ET, training, and software installation.	G/R	N/R	N/R	N/R
• (1.1.18) Alerts. Complete Phase 2 deployment and requisite training.	G/R	N/R	N/R	N/R

FY 98 Performance Plan (Con't)

Performance Goal 1.2 – Right Item	DCMC	East	West	Int'l
• (1.2.1) Increase the percentage of source inspected conforming items.	G/R	N/R	N/R	N/R
• (1.2.2) Ensure the effectiveness of contractor design/development processes by reducing total ECPs (minus improvement ECPs) and W/Ds by 5%.	G/R	G/R	Red	G/R
• (1.2.3) Decrease the percentage of packaging discrepancies by 15%.	G/R	N/R	N/R	N/R
• (1.2.4) Improve the effectiveness of weapon system software developments by engaging in activities to ensure that at least 80% of DCMC major software findings/recommendations are adopted.	G/R	G/R	Green	G/R
• (1.2.5) Decrease the number of Excess Sorties for Acceptance Testing of new and overhauled aircraft.	G/R	N/R	N/R	N/R
• (1.2.6) Achieve full functionality of the Software Center at DCMDE.	G/R	N/R	N/A	N/A
• (1.2.7) Implement Practical Software Measurement throughout DCMC.	G/R	N/R	N/R	N/R
• (1.2.8) Develop the next version of Software Professional Estimating and Collection System (SPECS).	G/R	N/R	N/R	N/R
• (1.2.9) Reserved.	N/A	N/A	N/A	N/A
• (1.2.10) Participate in Joint Acquisition Pollution Prevention Initiative.	G/R	N/R	N/R	N/R
• (1.2.11) Complete deployment of the Agreements Administration Centers for Postaward Administration of Other Transactions.	G/R	N/R	N/R	N/R
• (1.2.12) Year 2000 Requirements. Monitor and Report AIS certification status.	G/R	N/A	N/A	N/A

FY 98 Performance Plan (Con't)

Performance Goal 1.3 – Right Time	DCMC	East	West	Int'l
• (1.3.1) Improve the percentage of on-time deliveries by 5%.	G/R	G/R	N/R	G/R
• (1.3.2) Ensure the timeliness of Class I ECP implementation by reducing cycle time by 5%.	G/R	G/R	Green	G/R
• (1.3.3) Improve Shipping Document Cycle time by 10%.	G/R	N/R	N/R	N/R
• (1.3.4) Schedule slippages on major programs.	G/R	N/R	N/R	N/R
• (1.3.5) Achieve full functionality of the Earned Value Center and conduct activities as DoD Executive Agent for EVMS.	G/R	N/A	N/R	N/A
• (1.3.6) Support DoD Earned Value/Performance Measurement Program.	G/R	N/A	N/A	N/A
• (1.3.7) Reserved.	N/A	N/A	N/A	N/A
• (1.3.8) ALERTS Follow-On.	G/R	N/A	N/A	N/A
• (1.3.9) Electronic Document Access (EDA). Complete deployment of ACO Modifications across DCMC sites.	G/R	N/R	N/R	N/R
• (1.3.10) Establish the baseline for ALERTS Customer Priority Surveillance System (CPSS) requests that are responded to within 5 working days.	G/R	N/R	N/R	N/R

FY 98 Performance Plan (Con't)

Performance Goal 1.4 – Right Reception	DCMC	East	West	Int'l
• (1.4.1) Measure customer satisfaction by each District surveying 25 customers each month divided equally by ACAT program managers and their PCOs, and logistics managers an their PCOs.	G/R	G/R	Green	G/R
• (1.4.2) Field activities continue to solicit customer satisfaction information via Trailer Cards.	G/R	G/R	Green	G/R
• (1.4.3) Continue periodic sampling of DCMC activities to determine compliance with established service standards.	G/R	G/R	Green	G/R
• (1.4.4) Engage in activities to improve and institutionalize DCMC support to the acquisition of both spare/repair parts and the contracting out of logistics services.	G/R	G/R	Green	G/R
• (1.4.5) All DCMC activities continue to populate the customer support-ACAT programs portion of AMS.	G/R	G/R	Green	G/R
• (1.4.6) Each CAO provide DCMC Industrial Analysis Support (IAS) assessments and other analytical products on time.	G/R	G/R	Green	G/R

FY 98 Performance Plan (Con't)

Performance Goal 2.1 – Right Price	DCMC	East	West	Int'l
• (2.1.1) Engage in activities to ensure complete and accurate reporting of Cost Savings and Avoidances ROI.	G/R	N/R	N/R	N/R
• (2.1.2) Increase Return on Assets (ROA) for excess property reutilized and sales proceeds by 10%.	G/R	G/R	Red	G/R
• (2.1.3) Determine negotiation cycle time.	G/R	N/R	N/R	N/R
• (2.1.4) Reduce the percentage of overage undefinitized contract actions to 10% or less.	G/R	G/R	Red	G/R
• (2.1.5) Ensure 96-100% forward pricing rate coverage at beneficial segments, with a minimum of 65% of beneficial segments covered by FPRAs and the balance covered by FPRRs.	G/R	G/R	Green	G/R
• (2.1.6) Engage in activities that will reduce/eliminate the backlog of open overhead negotiations to ensure overhead closeout actions are completed within a 2-year cycle.	G/R	G/R	Red	G/R
• (2.1.7) Cost overruns on major programs.	G/R	N/R	N/R	N/R
• (2.1.8) Reserved.	N/A	N/A	N/A	N/A
• (2.1.9) Maintain the percentage of physically completed contracts that are overage for closeout at 15% or less.	G/R	G/R	Green	G/R
• (2.1.10) Ensure 85% of canceling funds do not cancel.	G/R	G/R	Red	G/R
• (2.1.11) Reduce termination cycle time to less than 450 days for any given docket.	G/R	N/R	N/R	N/R
• (2.1.12) Reduce the FY 97 year-end backlog of overage CAS Noncompliance Reports by 30%.	G/R	N/R	N/R	N/R
• (2.1.13) Test the utility of commercial parametric cost estimating software in spare parts pricing.	G/R	N/R	N/R	N/R

FY 98 Performance Plan (Con't)

Performance Goal 2.1 – Right Price (Con't)	DCMC	East	West	Int'l
• (2.1.14) Reserved.	N/A	N/A	N/A	N/A
• (2.1.15) Institutionalize Integrated Product Team (IPT) Pricing within DCMC.	G/R	N/R	N/R	N/R
• (2.1.16) Engage in activities to improve and institutionalize selected facets of the Specialized Safety Program.	G/R	N/R	N/R	N/R

FY 98 Performance Plan (Con't)

Performance Goal 2.2 – Right Efficiency	DCMC	East	West	Int'l
• (2.2.1) Right Efficiency task.	G/R	N/A	N/A	N/A
• (2.2.2) Enhance the Command's ability to assist in transition to and support of privatized services for depot maintenance.	G/R	G/R	Green	G/R
• (2.2.3) Reserved. Being Rewritten to accommodate MRM #2.	N/A	N/A	N/A	N/A
• (2.2.4) Continue to support contingency operations in Bosnia and prepare for timely support of other currently unknown contingency operations.	G/R	N/R	N/R	N/R
• (2.2.5) Test the use of gov't credit cards as a method of contract payment.	G/R	N/R	N/R	N/R
• (2.2.6) Reserved.	N/A	N/A	N/A	N/A
• (2.2.7) Reserved.	N/A	N/A	N/A	N/A
• (2.2.8) Provide DCMC support to GIDEP and JLC/JGSE.	G/R	N/A	N/A	N/A
• (2.2.9) Enhance the capability for increased communication by various means among all DCMC employees, DCMC customers, and Industry.	G/R	N/A	N/A	N/A
• (2.2.10) Determine the most efficient and effective means to deliver all required training courses for which DCMC conducts training.	G/R	G/R	N/R	G/R
• (2.2.11) Implement DCPS ensuring the necessary interfaces to PLAS.	G/R	N/R	N/R	N/R
• (2.2.12) Reserved.	N/A	N/A	N/A	N/A
• (2.2.13) Complete improvement actions identified through the DCMC 1997 Internal Customer Questionnaire.	G/R	N/R	N/R	N/R
• (2.2.14) Reserved.	N/A	N/A	N/A	N/A
• (2.2.15) Determine the level of data accuracy for Command-level performance data.	G/R	N/R	N/R	N/R
• (2.2.16) Fully deploy One Book, Part II, Chapter 9.	G/R	G/R	Green	G/R

FY 98 Performance Plan (Con't)

Performance Goal 2.2 – Right Efficiency (Con't)	DCMC	East	West	Int'l
• (2.2.17) Implement the Integrated Planning, Programming, Budgeting, and Execution Management System.	G/R	N/R	N/R	N/R
• (2.2.18) Strategic Planning.	G/R	N/R	N/R	N/R
• (2.2.19) Implement Unit Cost Management (UCM). Test through collecting and analyzing resource and performance data.	G/R	N/R	N/R	N/R
• (2.2.20) Achieve complete PLAS reporting at each CAO to supply labor costs for Unit Cost Management development. Maintain PLAS usage rate of 98%.	G/R	G/Y/R	Green	G/Y/R
• (2.2.21) Reduce DCMC's facility cost (CONUS) by reducing net usable space at non-contractor locations IAW DLAR 5305.2 (130 sq. ft. per person after consideration for special use space).	G/R	G/Y/R	Green	N/A
• (2.2.22) Reduce high grades to 502.	G/R	N/A	N/A	N/A
• (2.2.23) Increase the supervisory ratio to 14.1.	G/R	G/R	Green	G/R
• (2.2.24) Improve Labor Management Relations within DCMC.	G/R	G/R	Green	G/R
• (2.2.25) Update the IRM plan, incorporating HQ, District, and Field Office comments, for final approval by AQ Commander.	G/R	N/R	N/R	N/R
• (2.2.26) Share Data Warehouse (SDW). Complete system deployment.	G/R	N/R	N/R	N/R
• (2.2.27) Automated Metrics System (AMS). Complete final application development and deployment.	G/R	N/R	N/R	N/R
• (2.2.28) Electronic Document Workflow (EDW). Deploy Electronic Contract Filefolder to the balance of DCMDE sites and begin deployment at DCMDW sites.	G/R	N/R	N/R	N/R
• (2.2.29) Reserved.	N/A	N/A	N/A	N/A
• (2.2.30) DCARRS/PLAS. Complete system deployment.	G/R	N/R	N/R	N/R
• (2.2.31) SICM. Continue software revisions, enhancements, and training.	G/R	N/A	N/A	N/R
• (2.2.32) Closed Contract Database (CCDB).	G/R	N/R	N/R	N/R

FY 98 Performance Plan (Con't)

Performance Goal 2.2 – Right Efficiency (Con't)	DCMC	East	West	Int'l
• (2.2.33) Reserved.	N/A	N/A	N/A	N/A
• (2.2.34) Reduce Source Inspections in DCMC.	G/R	N/R	N/R	N/R
• (2.2.35) ACO Modification Module, Phase 2.	G/R	N/R	N/R	N/R
• (2.2.36) Demonstrate the capability to implement a Command-wide electronic performance support system.	G/R	N/R	N/R	N/R
• (2.2.37) Plant Clearance Automated Reutilization Screening System (PCARSS). Complete development, testing, training, and installation.	G/R	N/R	N/R	N/R
• (2.2.38) DD 250. Expand the electronic submission of DD 250.	G/R	N/R	N/A	N/A
• (2.2.39) Establish a PAT to analyze Flight Operations & Specialized Safety (FO&SS) Contractor Self-Oversight (CSO) concept.	G/R	N/R	N/R	N/R

FY 98 Performance Plan (Con't)

Performance Goal 3.1 – Right Talent	DCMC	East	West	Int'l
• (3.1.1) Monitor training hours per employee compared to the industry benchmark of 40 hours of training per employee.	G/R	G/R	Green	G/R
• (3.1.2) Increase the percentage of personnel that are DAWIA certified to 90%.	G/R	G/R	Red	G/R
• (3.1.3) Monitor the utilization rate for all DAU quotas received.	G/R	G/R	Red	G/R
• (3.1.4) Reserved.	N/A	N/A	N/A	N/A
• (3.1.5) Ensure at least 10% of personnel registered in Software Professional Development Program (SPDP) are certified at Level III and at least 65% are certified at Level II.	G/R	N/R	N/R	N/R
• (3.1.6) Reserved.	N/A	N/A	N/A	N/A
• (3.1.7) Reserved.	N/A	N/A	N/A	N/A
• (3.1.8) Reserved.	N/A	N/A	N/A	N/A
• (3.1.9) Perform marketing and training tasks required by DoD Acquisition Deskbook Joint Program Office communications strategy.	G/R	G/R	N/R	G/R
• (3.1.10) Manage, maintain, and sustain the One Book.	G/R	N/A	N/A	N/A
• (3.1.11) Define the level of required computer literacy and state of such within DCMC. Improve the state of literacy.	G/R	N/R	N/R	N/R
• (3.1.12) Complete development of and deploy the SFA mentoring process and supporting network.	G/R	N/R	N/R	N/R
• (3.1.13) Reserved.	N/A	N/A	N/A	N/A

FY 98 Performance Plan (Con't)

Performance Goal 3.1 – Right Talent (Con't)	DCMC	East	West	Int'l
• (3.1.14) Plan for and begin implementation of DCMC certification policy.	G/R	G/R	N/R	G/R
• (3.1.15) Enhance first line supervisor multi-functional and leadership skills development.	G/R	N/R	N/R	N/R
• (3.1.16) Reserved.	N/A	N/A	N/A	N/A
• (3.1.17) Define future functional skills needs within areas under SFA purview.	G/R	N/R	N/R	N/R

Task 1.1.4 - Single Process Initiative

- **Task Description:** Increase contractor participation in the Single Process Initiative (SPI)
- **FY98 Goal/Target:** Increase participation over FY97 baseline
- **Year End Status:** Green
- **FY98 Performance:** Increased contractor participation to 34
- **FY99 Adjustments:** This goal will continue under Performance Goal 2.2.6 for FY99

Task 1.1.4 - Single Process Initiative

- **Task Description:** Increase contractor participation in the Single Process Initiative (SPI)
- **FY98 Goal/Target:** Increase participation over FY97 baseline
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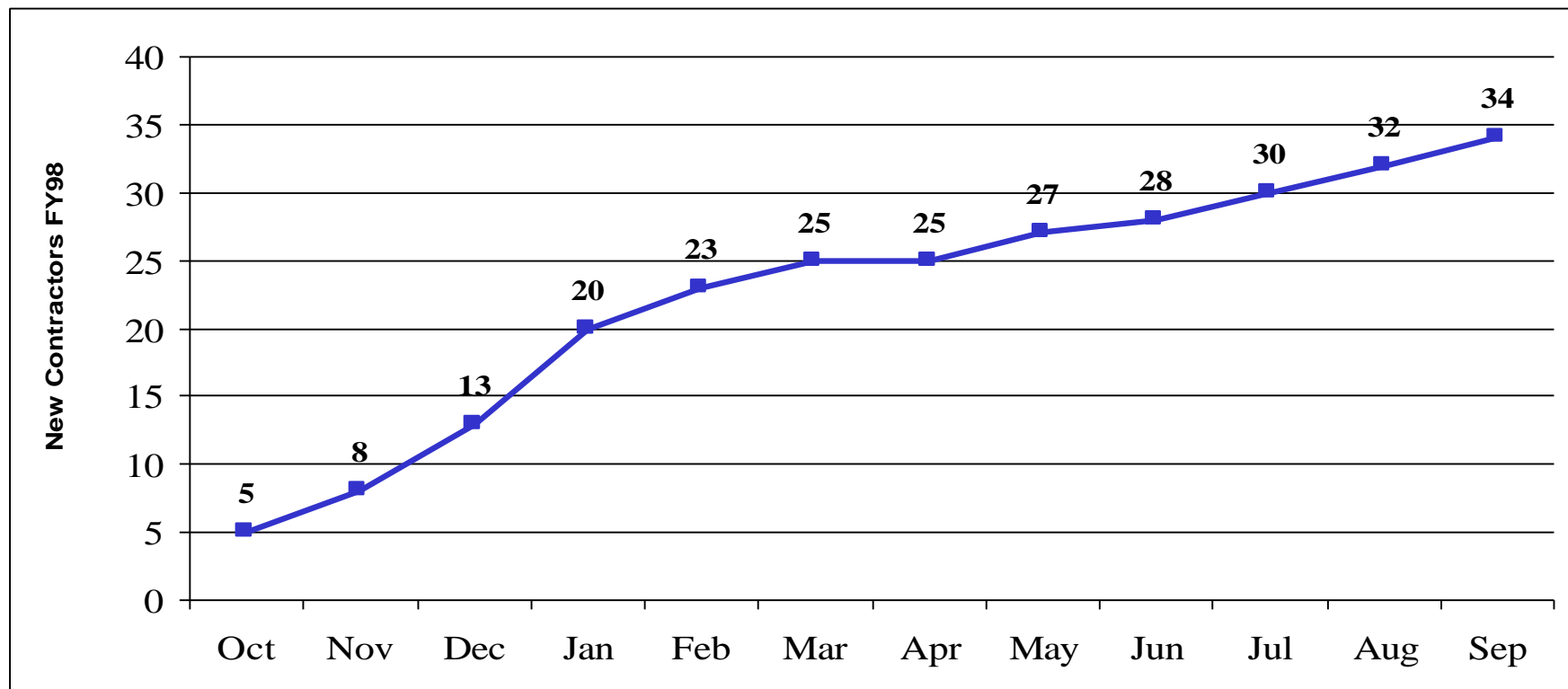
Right Advice

Single Process Initiative

Task 1.1.4 - Increase Contractor Participation in SPI

STATUS: Green

FY98 GOAL: Increase number of Ktrs



We reached the DCMDW goal by increasing the number of contractor's participating in SPI during FY98.

Task1.1.5 PREAWARD SURVEY TIMELINESS

- **Task Description:** Maintain Preaward Survey Timeliness at 85% on-time rate.
- **FY98 Planned Goal/Target:** 85%
- **FY98 Actual Results:** 91.6%
- **Year End Status:** Green
- **FY 99 Adjustments:** This goal will continue under Performance Goal 1.2.7 with a negotiated level of performance of 92%
- **District Process Owner:** Richard Perras

Right Advice

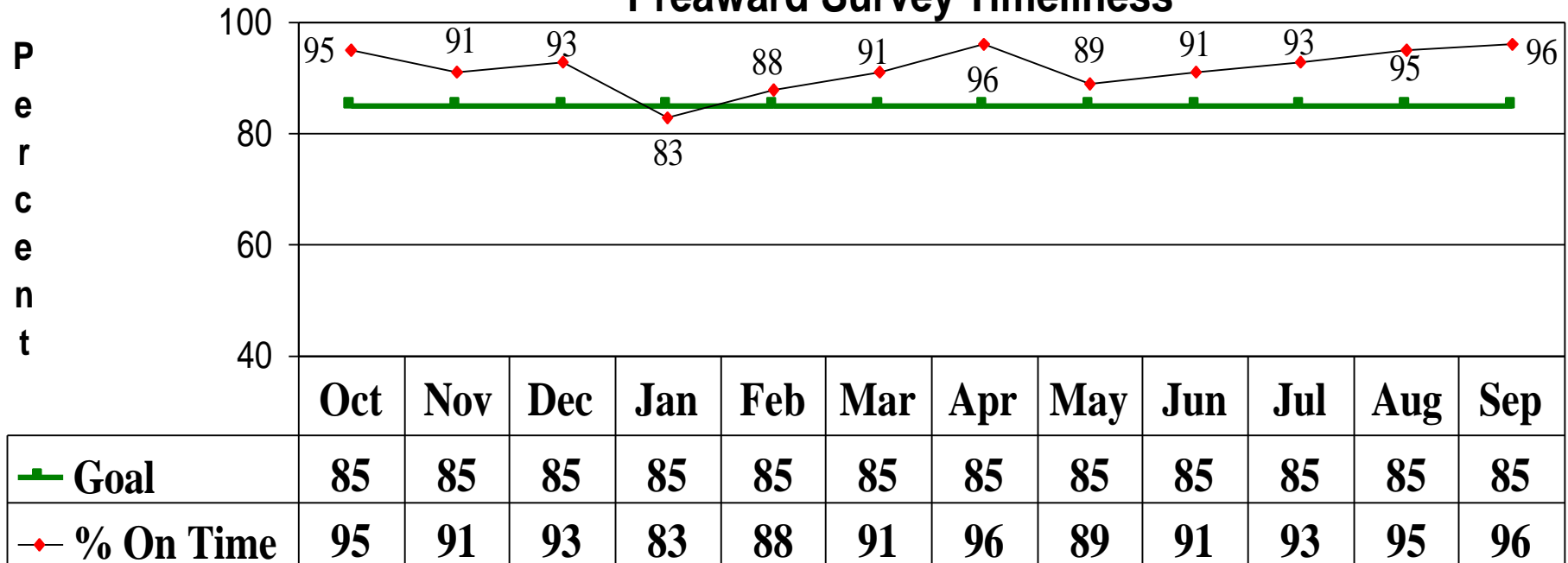
Task 1.1.5 Maintain PAS

Preaward Surveys Completed on or before Due Date Required by Buying Activity

STATUS: Green

FY 98 Goal: 85% On Time

Preaward Survey Timeliness



- For the year we completed 789 of 861 surveys on time (91.6%).
- Survey count for the year is down from 979, a 12% drop however our timeliness rate jumped from 84% (FY97) to 91.6% (FY98).

1.1.7 - Increase Excess Property Disposed

- **Task Description:** Increase the amount of excess property disposed by 20% over FY97 (includes activities related to MRM #5)
- **FY98 Goal/Target:** \$1.7 Billion
- **FY98 Actual Results:** \$1.2 Billion
- **Rating:** Red
- **FY 98 Performance:** MRM #5 reviews completed in June, not enough time left in FY98 to dispose of property reported excess after the reviews.
- **FY 99 Adjustments:** This goal will continue under Performance Goal 2.2.2
- **District Process Owner:** Marjorie Salazar

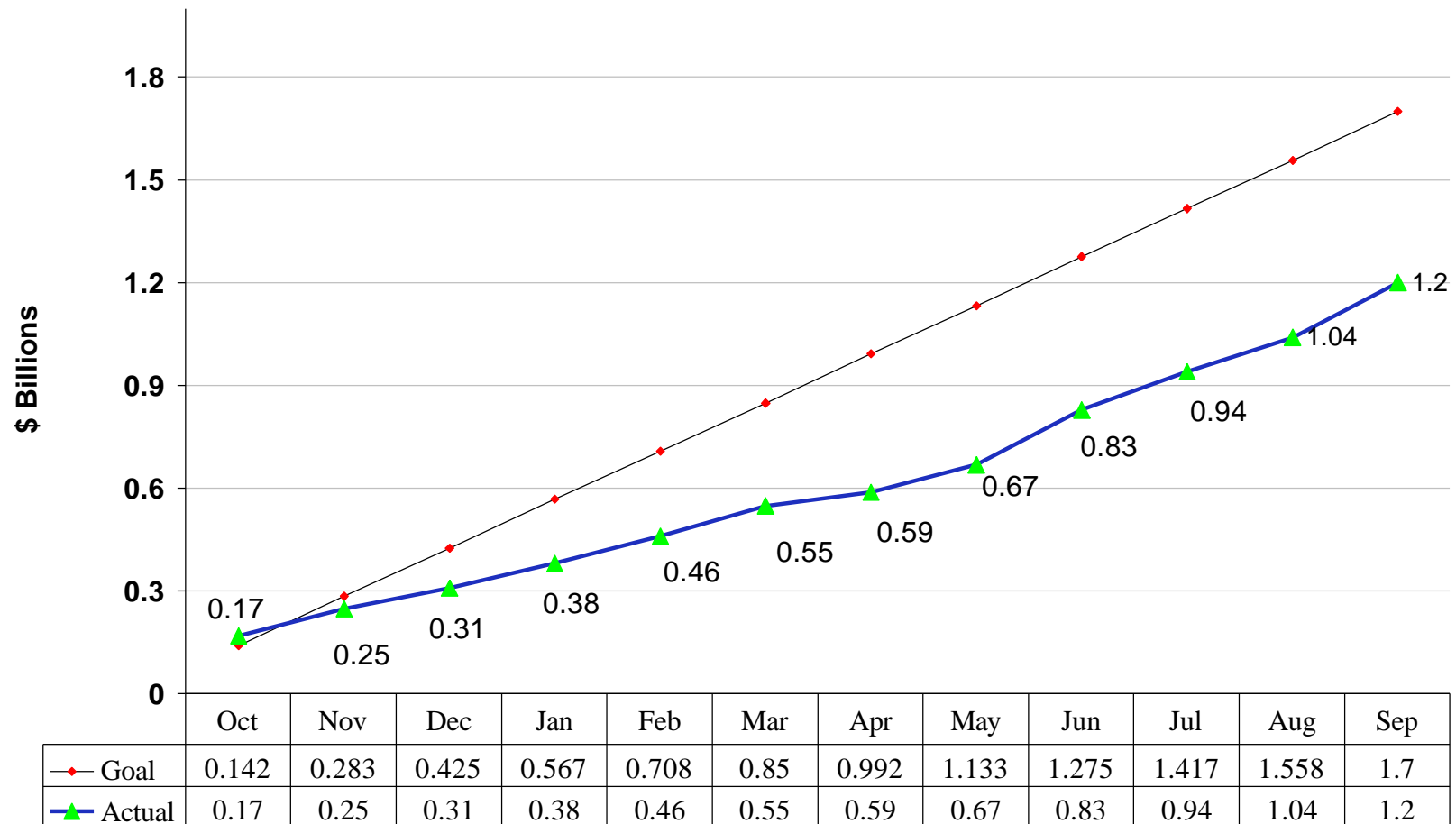
Right Advice

Task 1.1.7- Increase Amount of Excess Property Disposed

Increase Disposition by 20% over FY 97

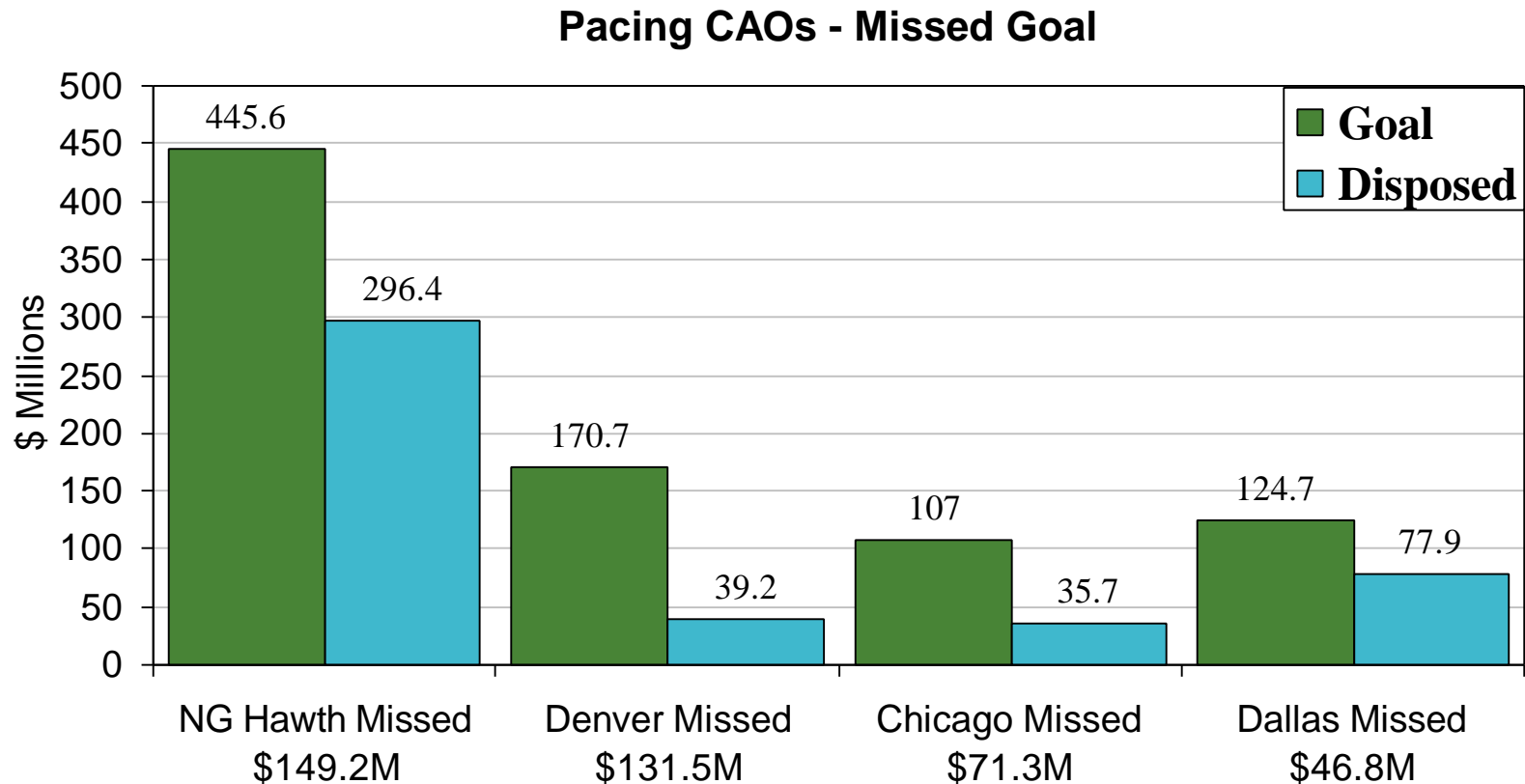
Status: Red

FY98 Goal: \$ 1.7 Billion



Right Advice

Task 1.1.7 - Increase Amount of Excess Property Disposed



Right Advice

Task 1.1.7 Increase Amount of Excess Property Disposed

Northrop Grumman Hawthorne

- Disposed of large amount of TSSAM termination inventory in FY97

Denver

- Disposal of large amount of property (rocket motors) at Alliant Tech during FY 97

Chicago

- Disposal of large amount of B-2 property at Northrop Rolling Meadows facility during FY97

Dallas

- Large amount of property disposed in FY97 (major sub to Northrop B-2 and TSSAM)

Right Advice

Task 1.1.7 - Increase Amount of Excess Property Disposed

Bottom Line

Big surge in property reported excess started in Feb 98, too late to help meet the goal. We are starting FY99 with more property on hand for disposal than at the beginning of FY98 and with continuing emphasis on MRM #5, should do well in FY99.

Task 1.1.9 Single Process Initiative

- **Task Description:** Increase potential saving/cost avoidance
- **FY98 Goal/Target:** \$50 million, established in Jan 1998
- **Year End Status:** Green
- **FY98 Performance:** Increased saving/cost avoidance to \$142 million
- **FY99 Adjustments:** This goal will continue under Performance Goal 2.2.7

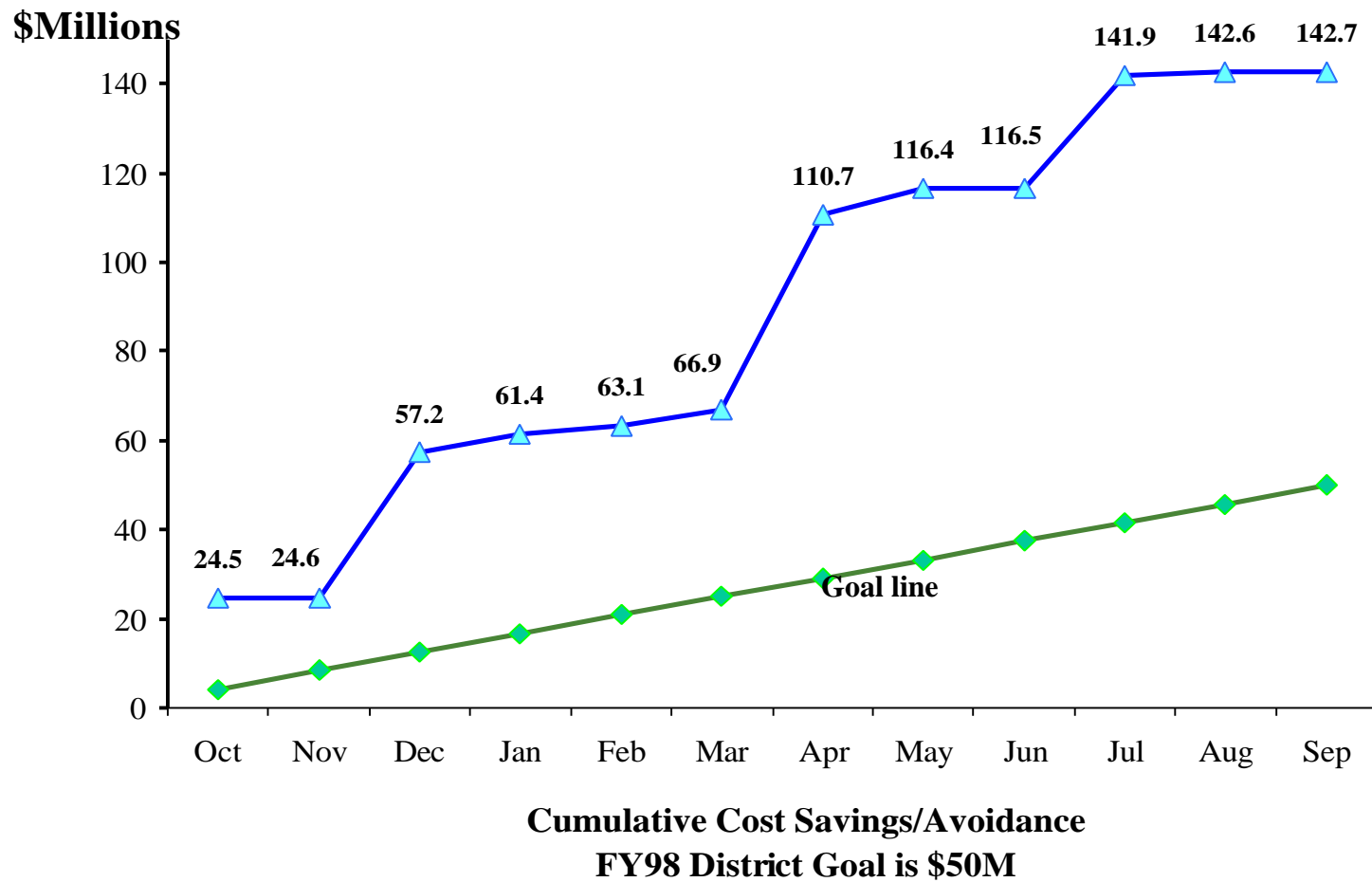
Right Advice

Single Process Initiative

Task 1.1.9 Improve the quality of processes submitted under SPI

STATUS: Green

FY98 GOAL: Increase Cost Saving/Avoidance



1.2.2 - Total Engineering Change Proposals (Minus Improvement ECPs), and Waivers /Deviations Per 1,000 Contracts.

- **FY98 Planned Goal/Target:** Ranging from .656 to .473 for ECPs and .587 to .363 for W/Ds.
- **FY98 Actual Results:** .913 to .495 for ECPs and .331 to .335 for W/Ds.
- **Rating: Red for ECPs, Green for W/Ds**
- **FY98 Performance:** Red due to high number of ECPs processed at 2 CAOs in Oct 97. Also, 2 other CAOs processed high no. of ECPs in Jan, Apr, and Jul 98, affecting the cum avg. CAPs included further involvement of CAOs in change process w/ contractors and the SPOs.
- **FY99 Adjustments:** This metric will be dropped from FY 99 Plan.
- **District Process Owner: Kevin Kaboli**

DCMDW

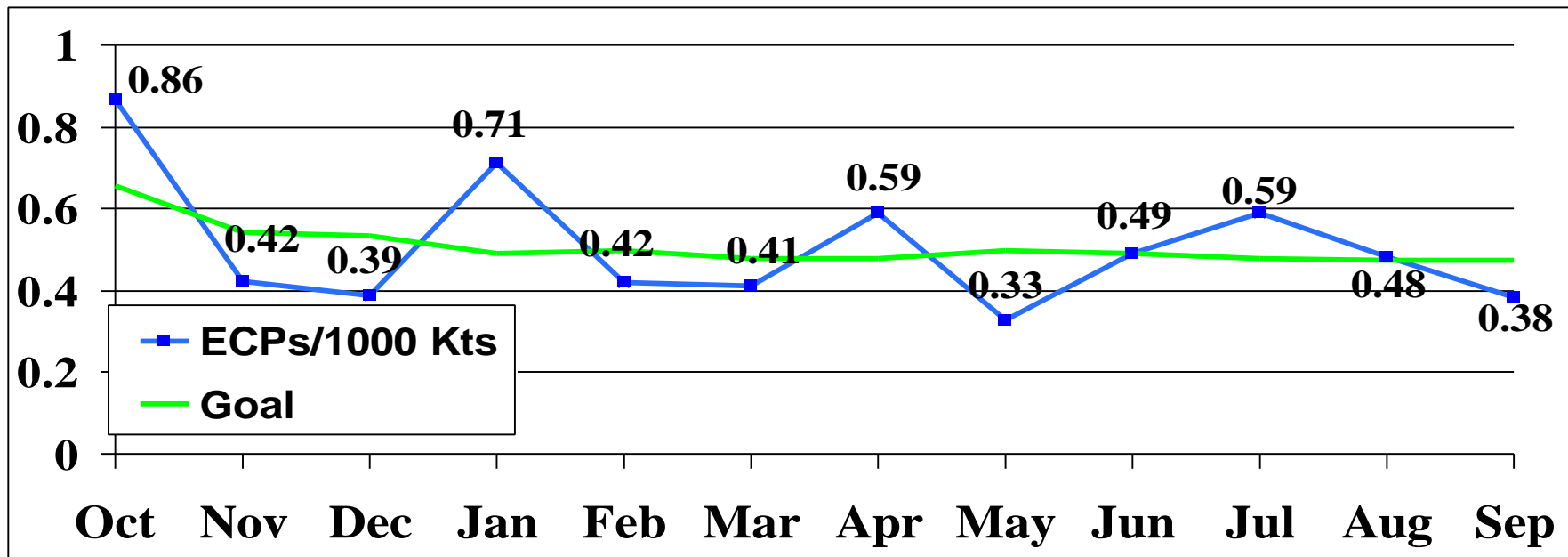
Right Item

Task 1.2.2 - Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts

STATUS: Red

(ACTUAL)

GOAL: .47 (SEP 98)



- Due to high no. of ECPs processed earlier in Oct 97, also in Jan, Apr, and Jul98, while the September data is green (.38), the cum average is red (.49).

Data source: ACTS

DCMDW

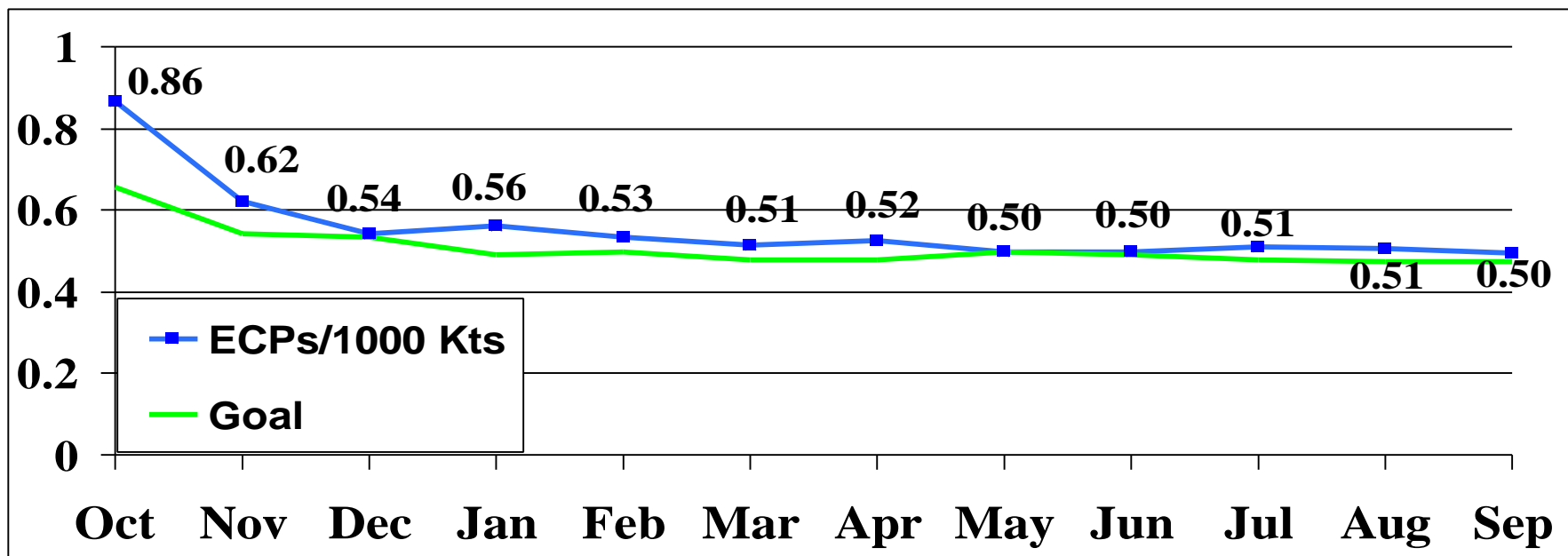
Right Item

Task 1.2.2 - Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts

STATUS: Red

(Cum Avg)

GOAL: .47 (SEP 98)

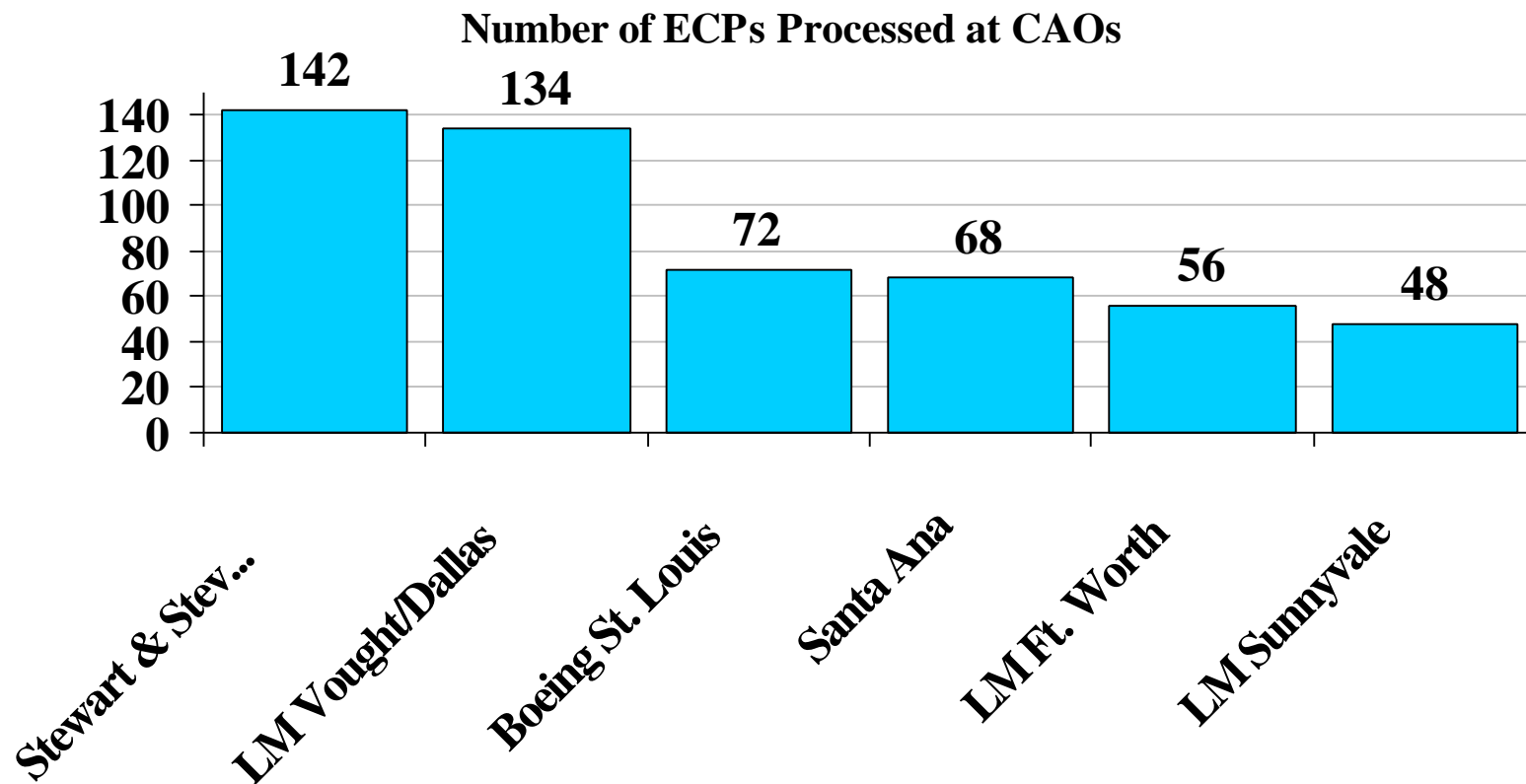


- Due to high no. of ECPs processed earlier in Oct 97, also in Jan, Apr, and Jul98, while the September data is green (.38), the cum average is red (.49).
- Data source: ACTS

DCMDW

Right Item

Task 1.2.2- Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts



Right Item

Task 1.2.2 - Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts

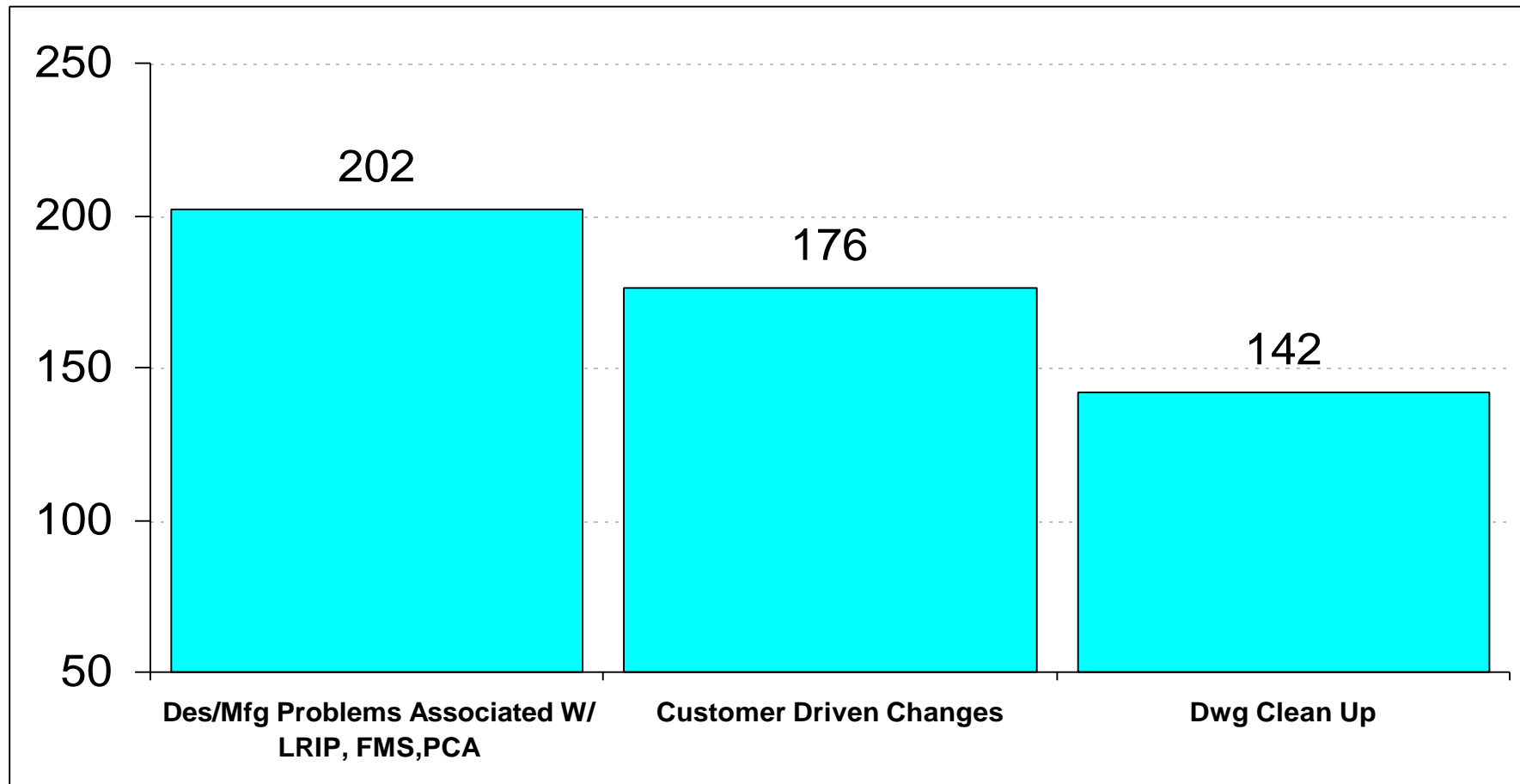
- **Stewart & Stevenson- Dwg clean up, design, manufacturing, and drawing discrepancies (FMTV Program).**
- **LM Vought/Dallas- Design/Manufacturing problems due to Low Rate Initial Production, FMS, and PCA (ATACMS & MLRS Programs).**
- **Boeing St. Louis- Customer driven changes, Rev to existing ECPs (F-15,F-18,T-45 Programs).**
- **Santa Ana- Des/Mfg problems due to LRIP, Customer requirements (SADARM & SSMIS Programs)**
- **LM Ft. Worth- Corrections, Customer requirements, FMS (F-16 Program)**
- **LM Sunnyvale- Des/Mfg problems, Customer rqmts (FBM Program).**

DCMDW

Right Item

Task 1.2.2- Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts

ROOT CAUSE ANALYSIS

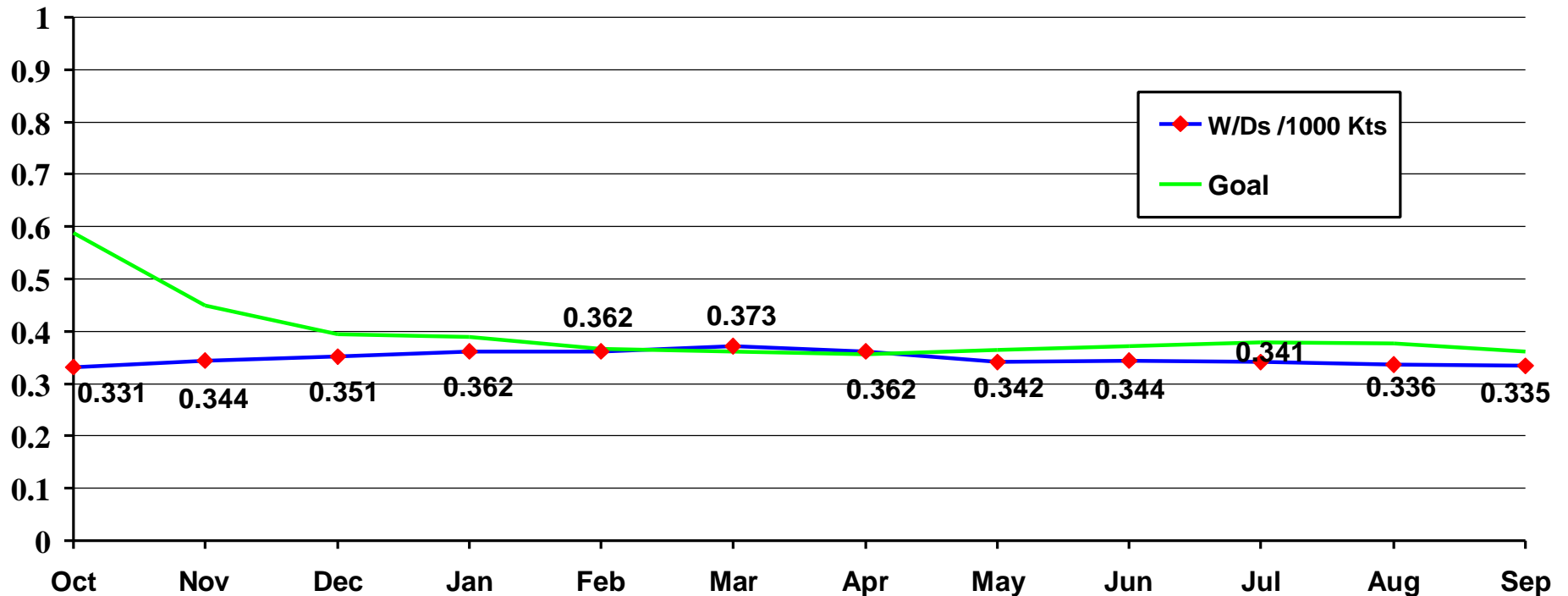


DCMDW

Right Item

Task 1.2.2 - Waivers/Deviations Per 1,000 Contracts

STATUS: Green



Based On ACTS Data

Right Item

Surveillance of Software Development

Task 1.2.4 - Improve the effectiveness of weapon system software

- **Task Description:** Improve the effectiveness of weapon system software developments by engaging in activities to ensure that at least 80% of DCMC major software findings/recommendations made are adopted.
- **FY98 Goal/Target:** Of all major comments generated, at least 80% are accepted.
- **Year End Status:** Green
- **FY98 Performance:** FY98 Goal exceeded. EOY performance 94%
- **FY99 Adjustments:** This goal will continue under Performance Goal 1.2.4

Right Item

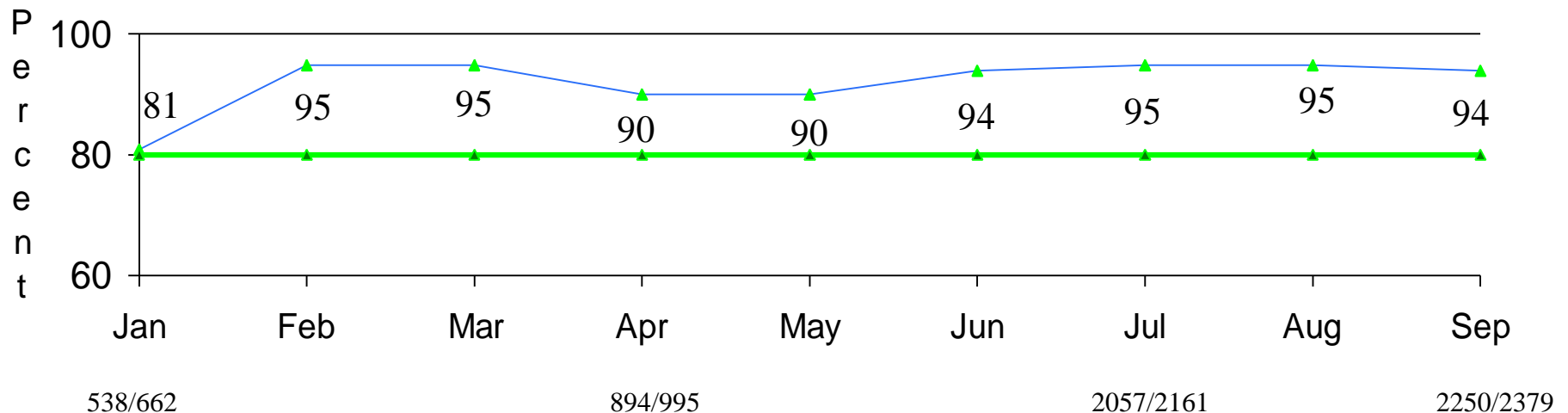
Surveillance of Software Development

Task 1.2.4 - Improve the effectiveness of weapon system software

STATUS: Green

FY 98 GOAL : 80% Majors accepted

Major Comments Accepted/Total # of Major Comments Generated



- Started FY98 with 68%
- Ended FY98 with 94%
- Goal changed in Mar 98 from 60% major comments accepted to 80% major comments accepted
- DCMDW started tracking to new goal in Jan 98.

Right Item

Surveillance of Software Development

Task 1.2.4 - Improve the effectiveness of weapon system software

Bottom Line

- Task Goal Exceeded for FY98
- The unit count definition is still to be defined by the HQ Process Owner and Software Center.
- Software Center new (permanent/on-site) group leader, LTC Robert Lang effective Oct 1, 1998

FUTURE: SPECS ver 2.0 to be released in June 98 delayed due to security issues.

Beta testing continues in Chicago, San Diego, Phoenix, and Seattle.

Release date projected to be Dec 98.

1.3.2 - Reduce Class I ECP Implementation Cycle Time

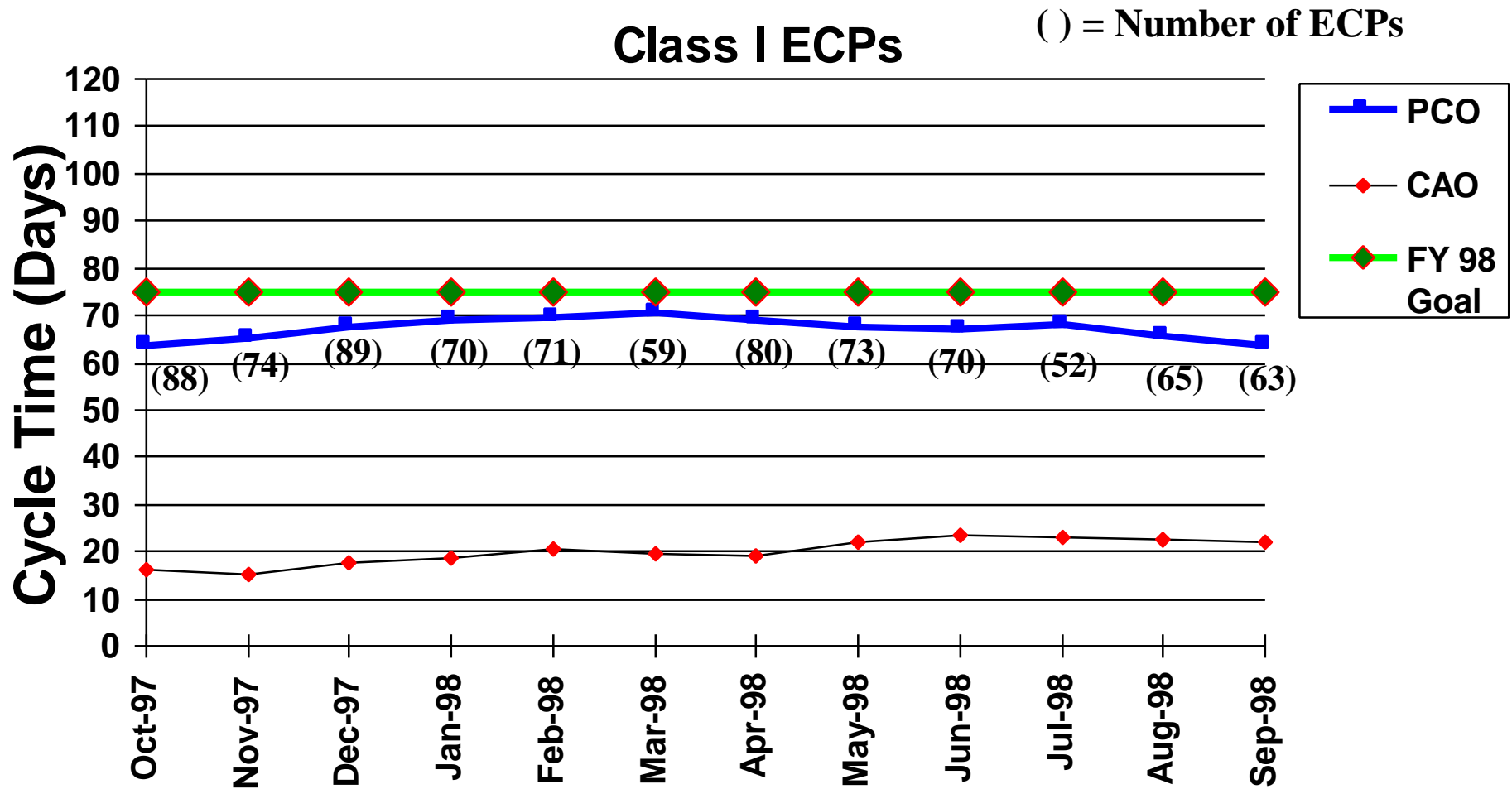
- **Task Description:** Ensure the timeliness of Class I ECP implementation by reducing cycle time by 5% from the fourth quarter, FY 97, average.
- **FY98 Planned Goal/Target:** 75 days or less
- **FY98 Actual Results:** 67.2 Days, cum avg.
- **Rating:** Green
- **FY98 Performance:** Maintained the goal throughout the FY 98
- **FY99 Adjustments:** This goal will continue under Performance Goal 1.1.6
- **District Process Owner:** Kevin Kaboli

Right Time

Task 1.3.2 Reduce Class I ECP Implementation Cycle Time

STATUS: Green

FY98 Goal: 75 Days or Less



Data source: ACTS

1.4.1 - Customer Satisfaction

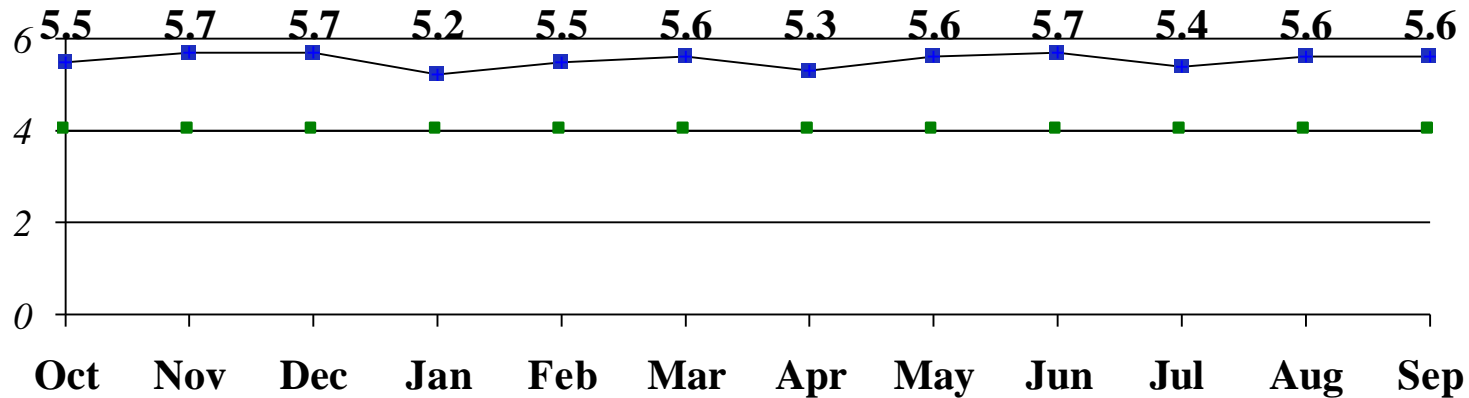
- **Task Description:** Maintain a High Level of Customer Satisfaction
- **FY98 Goal/Target:** 5.0 %
- **Year End Status:** Green
- **FY 98 Performance:** 5.4%
- **FY99 Adjustments:** This goal will continue under Performance Goal 1.2.2

Right Reception

Task 1.4.1 Customer Satisfaction

Maintain a High Level of Customer Satisfaction

Status: Green**FY 98 GOAL : 5.0**

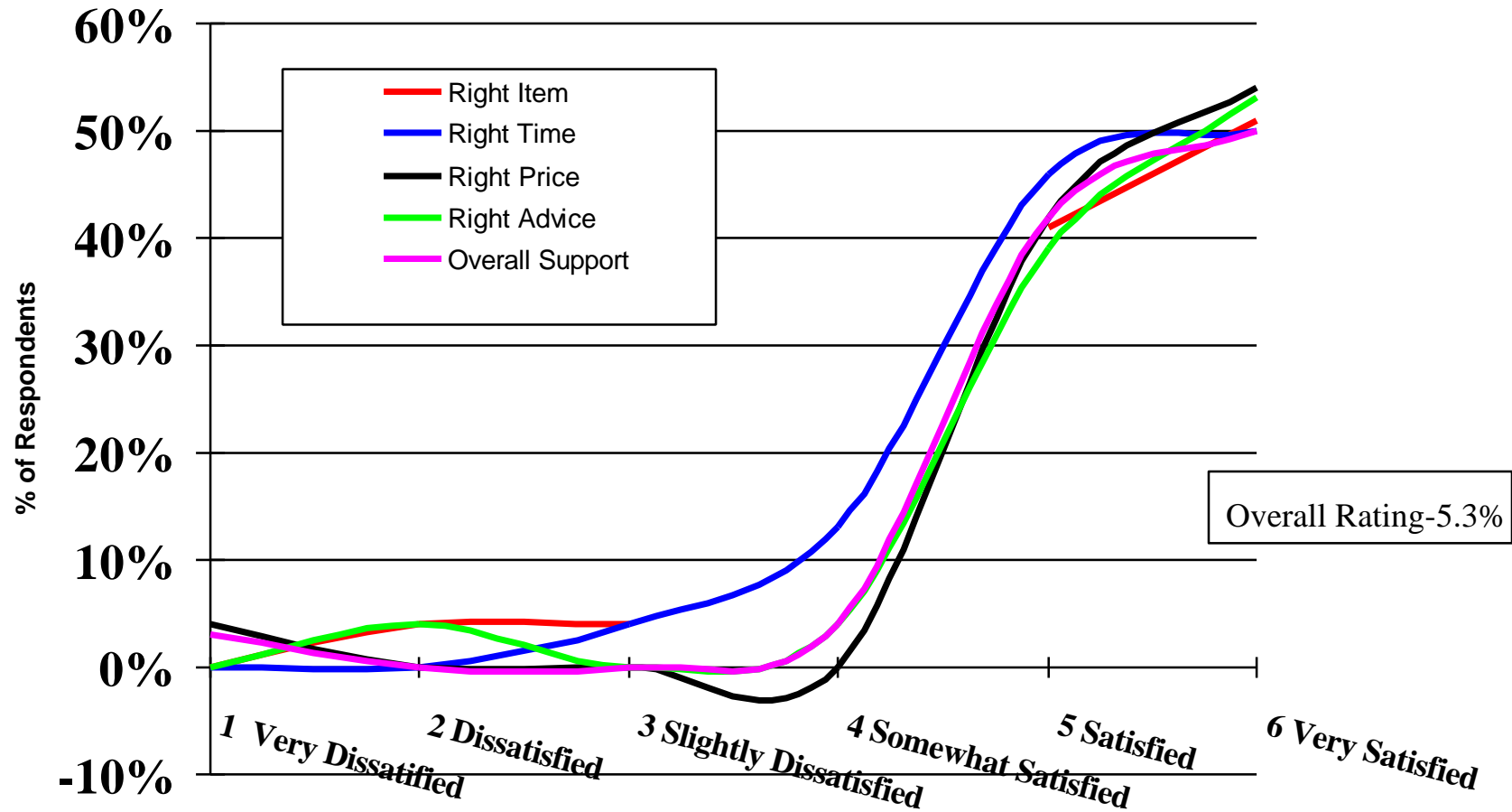


	FY97	FY98
Right Advice	5.3	5.4
Right Time	5.3	5.4
Right Item	5.4	5.5
Right Price	5.4	5.4
Overall Satisfaction	5.3	5.5
Overall End of Year	5.3	5.4

DCMDW

ACAT Surveys

September/Year End 1998



1.4.2 - Postcard Trailer

- **Task Description:** Maintain Superior Overall Customer Satisfaction District Wide
- **FY98 Goal/Target:** 5.0%
- **Year End Status:** Green
- **FY98 Performance:** 5.7%
- **FY99 Adjustments:** Test of Postcard Trailers complete in April 99. FY99 goal pending results of Postcard Trailer test.

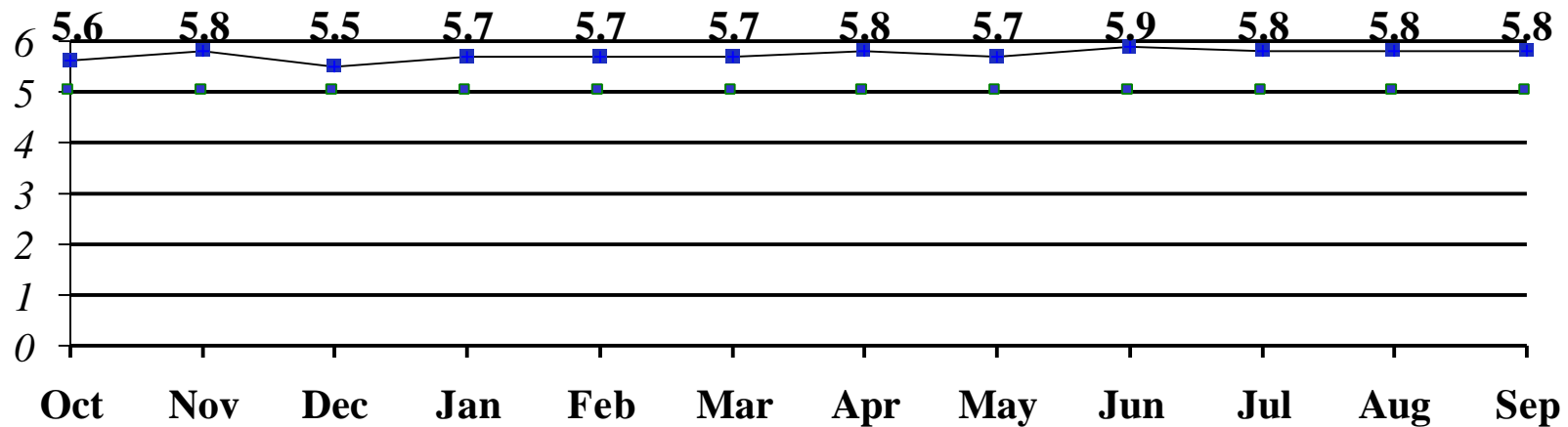
Right Reception

Task 1.4.2 Postcard Trailer

Maintain Superior Overall Customer Satisfaction District Wide

Status: Green

FY 98 GOAL : 5.0



	FY97	FY98
Timely	5.5	5.6
Accurate & Complete	5.5	5.7
Value Added	5.4	5.6
Customer Satisfaction	5.5	5.7
Overall End of Year	5.5	5.7

1.4.3 - Service Standards

- **Task Description:** Maintain a minimum level of 98% rate of communication responsiveness
- **FY98 Goal/Target:** 98%
- **Year End Status:** Green
- **FY98 Performance:** 98.4%
- **FY99 Adjustments:** Service Standard goal for FY99 remains the same.

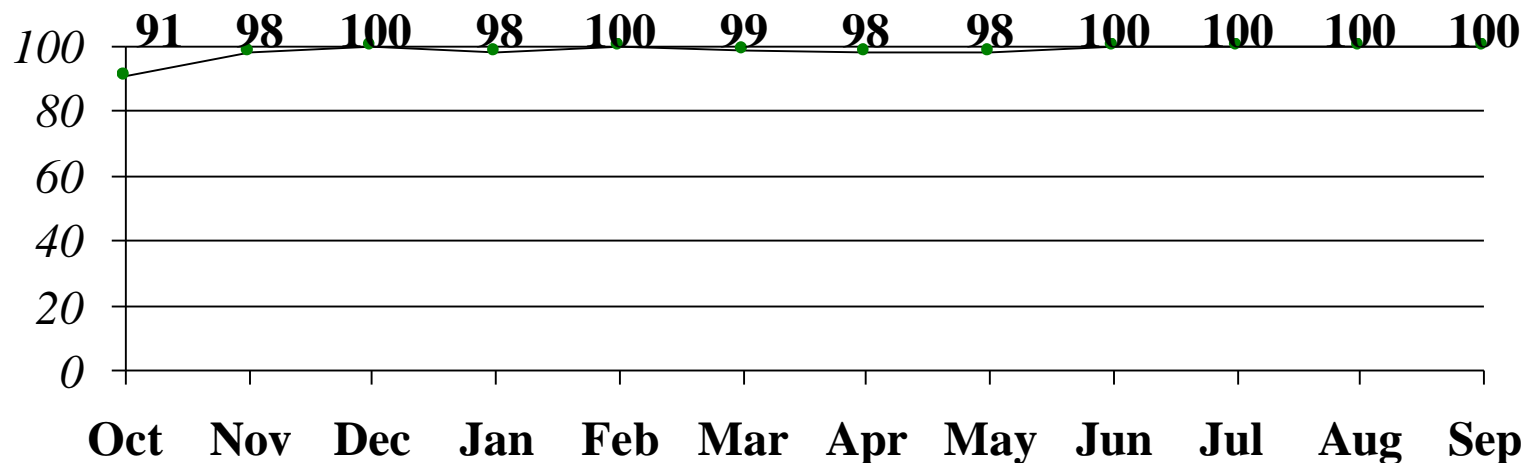
Right Reception

Task 1.4.3 Service Standards

Maintain a minimum level of 98% rate of communication responsiveness

Status: Green

FY 98 GOAL : 98%



	FY97	FY98
Number of yes opportunities met End of Year	<u>575</u>	<u>616</u>
Number of yes opportunities End of Year	596	626
Overall End of Year	96.5	98.4

1.4.4 - Support to the Acquisition of Spare/Repair Parts and Contracting out of Logistics Services

- **Task Description:** Implement pilot projects to expand the Program Integration concept to ICPs and new logistics contracting initiatives
- **FY98 Planned Goal/Target:** N/A
- **FY98 Actual Results:** 3 pilot sites established
- **Rating:** Green
- **FY99 Planned Adjustments:** Task deleted

Task 1.4.4

- 3 Pilot sites established in FY98
 - Support to DSCC for HMMWV Spares
 - Prime CAO is DCMC Indianapolis
 - Support Program Integrator/Team at DCMC Dallas
 - Support to Army Integrated Materiel Management Center (IMMC) on Kiowa Warrior Spares
 - Program Support Team at DCMC Bell Helicopter
 - Support PI Network includes 4 CAOs
 - MOA established
 - First Program Status Report to Customer on 1 October
 - Support to DSCR and DSCC on FMTV Spares
 - MOA in work
 - Focus on spares from Stewart & Stevenson

1.4.5 - Populate Program Integration Portion of the AMS Database

- **Task Description:** CAOs add specific contract/POC information for all “prime” program efforts with an assigned PI/PST
- **FY98 Planned Goal/Target:** Complete 31 Dec 97
- **FY98 Actual Results:** Completed 25 Mar 98
- **Rating:** Green
- **FY99 Planned Adjustments:** Task deleted

Task 1.4.5

- **Issues resolved - 25 Mar 98**
 - **CAOs identified need for additional 90 programs in AMS (260 total ACAT/DoD programs)**
 - Data populated for all programs
 - **District review found 72 discrepancies in PI portion of database**
 - Discrepancies corrected
- **On-going maintenance to keep data current**
 - **July 98 HQ memo lists responsibilities of HQ/District/CAOs in maintaining PI data**

Task 2.1.2 - ROA on Property from Plant Clearance

- **Task Description:** Increase the return on assets (ROA) for excess property reutilized and sales proceeds by 10% over the average annual ROA achieved in FY97
- **FY98 Goal/Target:** 28%
- **FY98 Actual Results:** 19%
- **Rating:** Red
- **FY98 Performance:** Performance affected by the disposal of large amount of special tooling and property subject to demilitarization. This task has been removed from the FY99 Performance Plan.
- **District Process Owner:** Marjorie Salazar

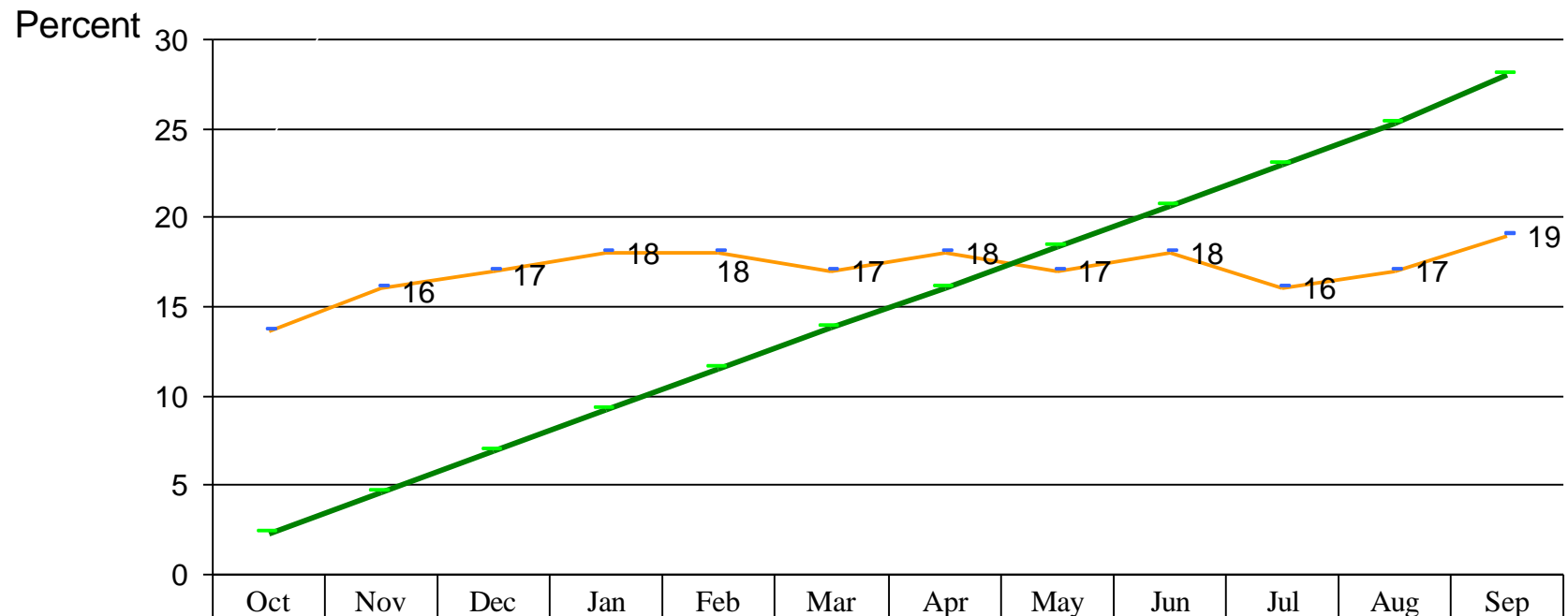
Right Price

Task 2.1.2 - ROA on Property from Plant Clearance

GOAL - 10% Increase Over Average ROA of 25.8% in FY 97

Status: Red

FY98 Goal: 28%

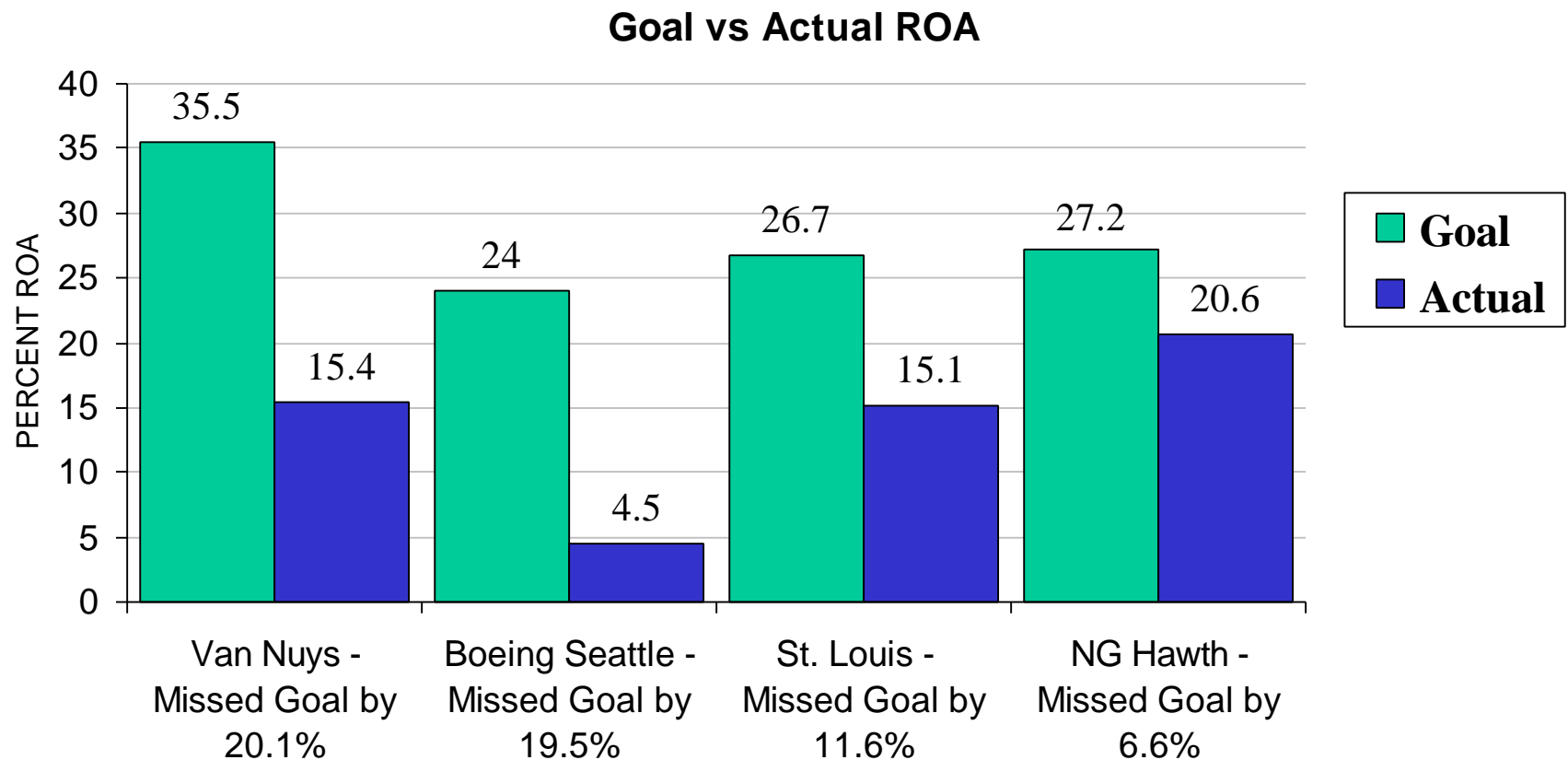


Yr to Date	13.6	16	17	18	18	17	18	17	18	16	17	19
Goal	2.3	4.6	6.9	9.2	11.5	13.8	16.1	18.4	20.7	23	25.3	28
\$ Disp	171	232	308	382	465	551	593	671	826	941	1038	1198
\$ ROA	24	38	52	69	85	95	104	114	148	150	179	222

Right Price

Task 2.1.2 - ROA on Property from Plant Clearance

Pacing CAOs



DCMC Van Nuys -

- Litton disposed of large amount of special tooling and other property with no reutilization potential and little sale value

DCMC Boeing Seattle -

- High ROA in FY96 and FY97 due to errors in reporting DRMO transfers, reporting is correct for FY98

Task 2.1.2 - ROA on Property from Plant Clearance

DCMC St. Louis -

- Disposed of large amount of special tooling and property subject to demilitarization at Boeing, no reutilization and low sale proceeds (scrap value only)

DCMC Northrop Grumman Hawthorne -

- Disposed of large amount of property under TSSAM termination that required demilitarization, no reutilization or sale proceeds possible

DCMDW

Right Price

Task 2.1.2 - ROA on Property from Plant Clearance

Bottom Line

Disposed of a large amount of property with little or no reutilization potential during FY98.

Right Price

Task 2.1.4 - UCA Definitization

- **TASK Description:** Reduce the percentage of overage undefinitized contract actions to 10% or less
- **FY98 Planned Goal:** 10%
- **FY98 Actual Results:** 31%
- **Rating:** Red
- **FY98 Performance:** 57% of the overage was at four CAOs. Problem areas included funding and late proposals.
- **FY99 Adjustments:** This task will continue under Performance Goal 2.1.15 with a negotiated level of performance of 18%
- **District West Process Champion:** Larry Andrews

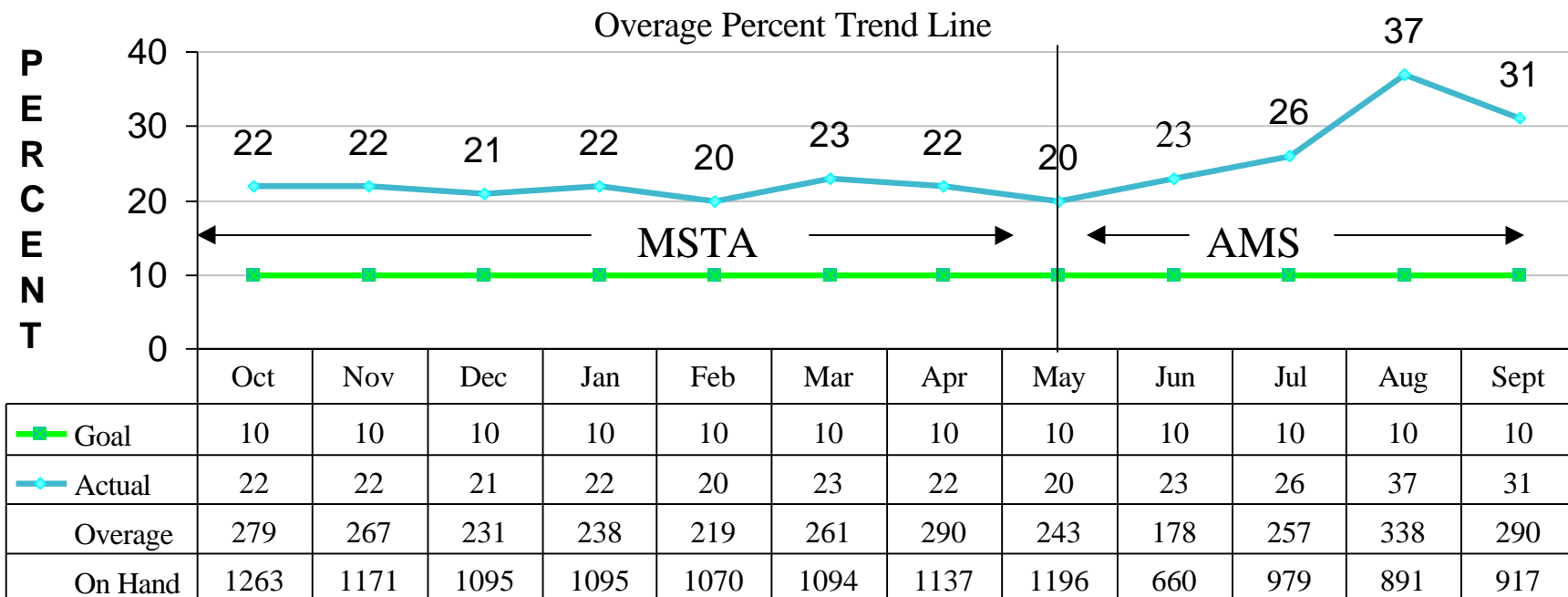
Right Price

Task 2.1.4 - UCA Definitization

UCAs On-Hand > 180 Days / # UCAs On-Hand

STATUS: Red

FY98 GOAL : 10% Overage



- Oct 1, 1997---1419 UCAs On-hand with 292 Overage
- Sep 1998---917 UCAs On-hand with 290 Overage
- Data Sources: MST/AMS

DCMDW

Right Price

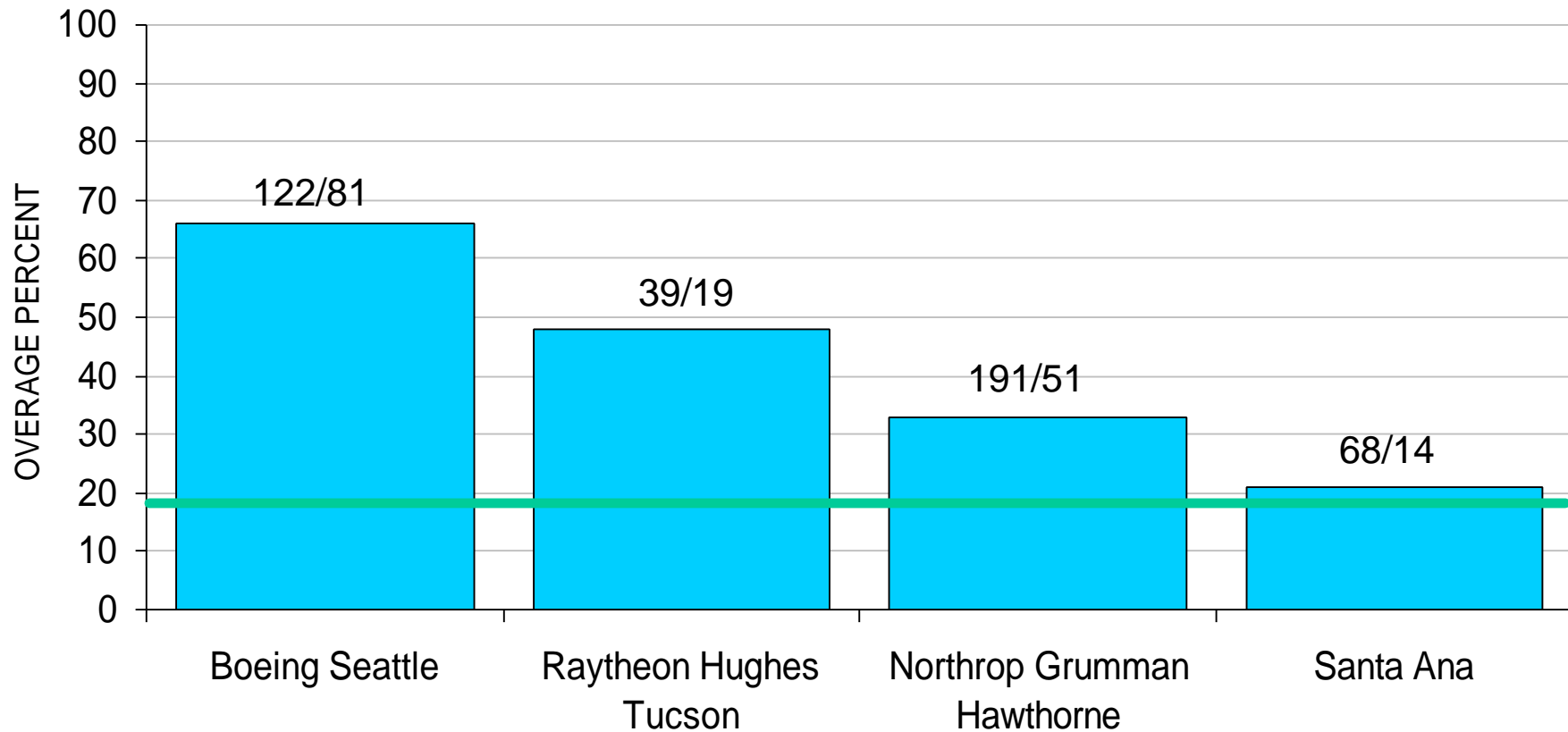
Task 2.1.4 - UCA Definitization

Pacing CAOs With Overage UCAs

STATUS: Red

FY98 GOAL : 10% Overage

UCAs On-Hand/# Overage UCAs



BOEING, SEATTLE

- Majority of UCAs are 767 AWACs initial spares provisioning
 - Contracts allow up to 130 days for proposal; 250 days for definitization
 - CAO measuring delinquency based on 180 days
- Late Proposals (20) Late to a 180 day schedule
- Additional funds (20)
- ACO workload (10)
- Negotiated (17)
 - Waiting for signed SF30, confirmation letters and/or additional funds

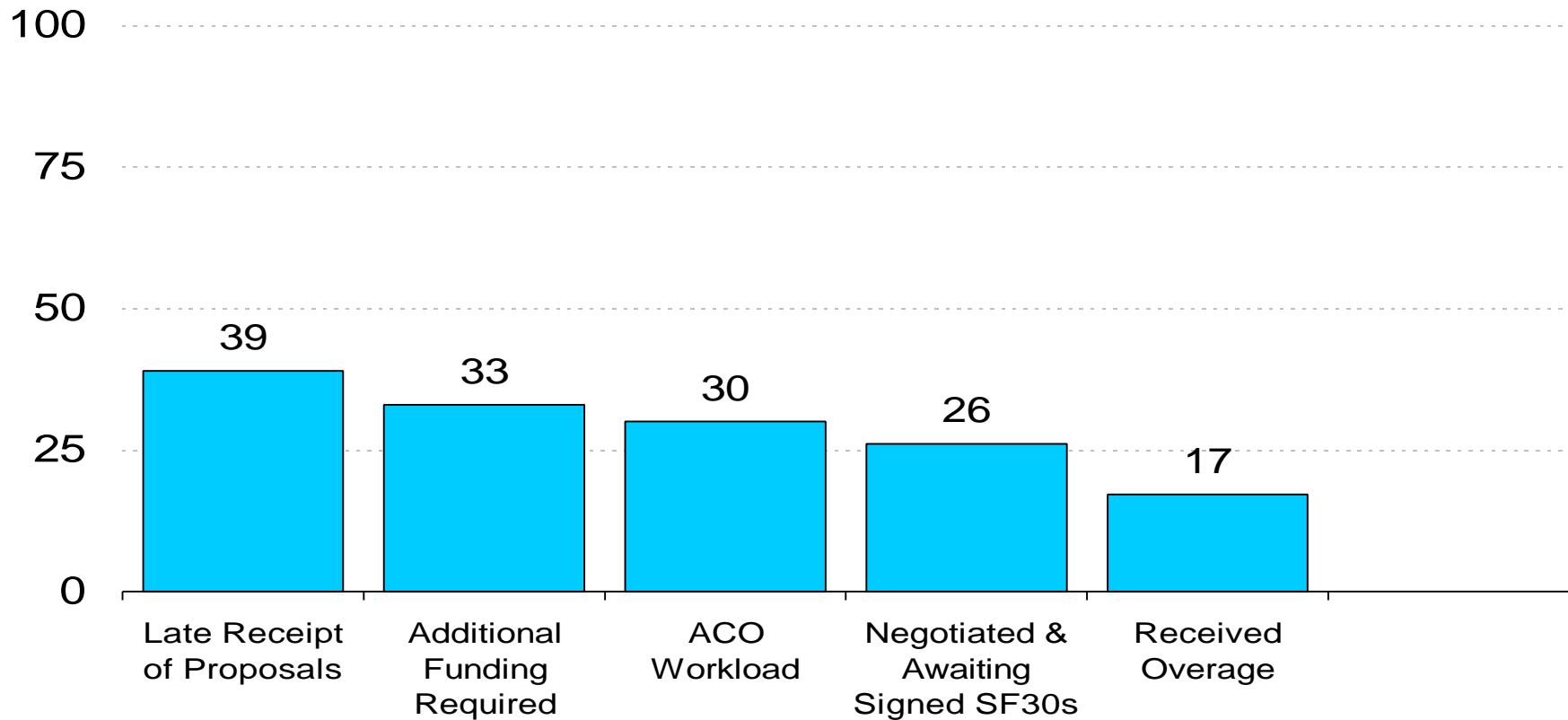
Raytheon Hughes Tucson

- Late Proposals (17)
- Northrop Grumman (Hawthorne)
 - ACO Workload (20)
 - Funding (13)
 - Signature Cycle (9)
- Santa Ana
 - UCAs Transferred in overage (10)
 - Revised SOW (2)

Right Price

Task 2.1.4 - UCA Definitization

ROOT CAUSE ANALYSIS



Bottom Line:

- There was a marked reduction in the number of UCAs on hand in FY98
- AMS
 - DCMDW correspondence to the CAOs reinforced the importance of data integrity
 - AMS data accuracy has greatly improved during the month of September 1998
- Anticipate continued improvement in FY99

2.1.5. - Forward Pricing Rate Agreements

- **Task Description:** Ensure 96% to 100% forward pricing rate coverage at beneficial segments, with a minimum of 65% of beneficial segments covered by FPRAs and the balance covered by FPRRs.
- **FY98 Goal/Target:** 96%-100% combined coverage (FPRAs+FPRRs); 65% coverage by FPRAs.
- **Year End Status:** Green/Green
- **FY98 Performance:**
 - Combined coverage: 92%-100%
 - FPRAs coverage: 73%-91%
- **FY99 Adjustments:** This goal will continue under Performance Goal 2.1.2, New FPRAs coverage goal - 68%

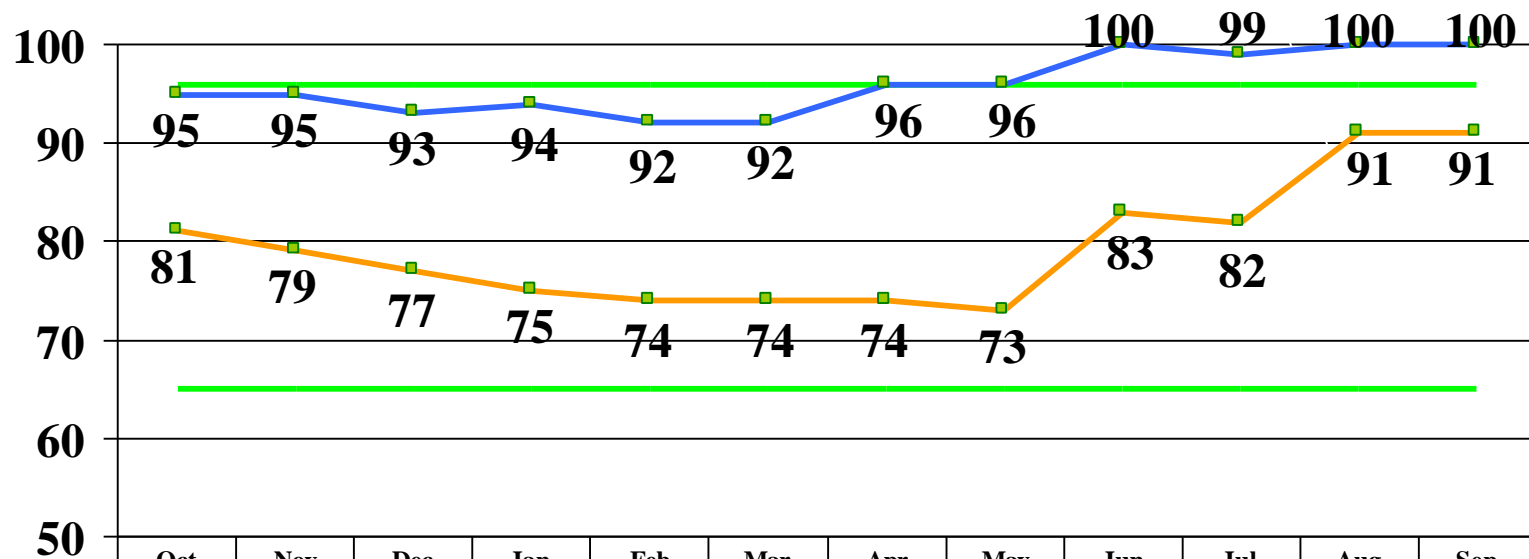
Right Price

Task 2.1.5 - % of Contractor Segments with FPRAs/FPRRs

No. of Segments with FPRA/Total No. of Segments

Status: Green

FY98 Goal: FPRAs =>65%, FPRA&FPRR =>96%



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Segments	116	117	115	114	116	116	117	117	119	114	81	89
FPRAs+FPRR Goal	96	96	96	96	96	96	96	96	96	96	96	96
FPRAs+FPRR	95	95	93	94	92	92	96	96	100	99	100	100
FPRAs Goal	65	65	65	65	65	65	65	65	65	65	65	65
FPRAs	81	79	77	75	74	74	74	73	83	82	91	91

Right Price

Task 2.1.5 FPRAs

Bottom Line

- DCMDW FPRA performance exceeded goals.
 - FPRA goal 65%. Actual performance 73-91%
 - FPRA/R goal 96-100%. Actual performance 92-100%.
- FY99 Goal should be met with no problems.
- Number of beneficial segments is under-reported because AMS only counts one segment when more than one segment have the same DoDAAC code. This problem has been corrected by HQ and the solution will be implemented and deployed in early 1999.

2.1.6 - Establish Final Overhead Rates

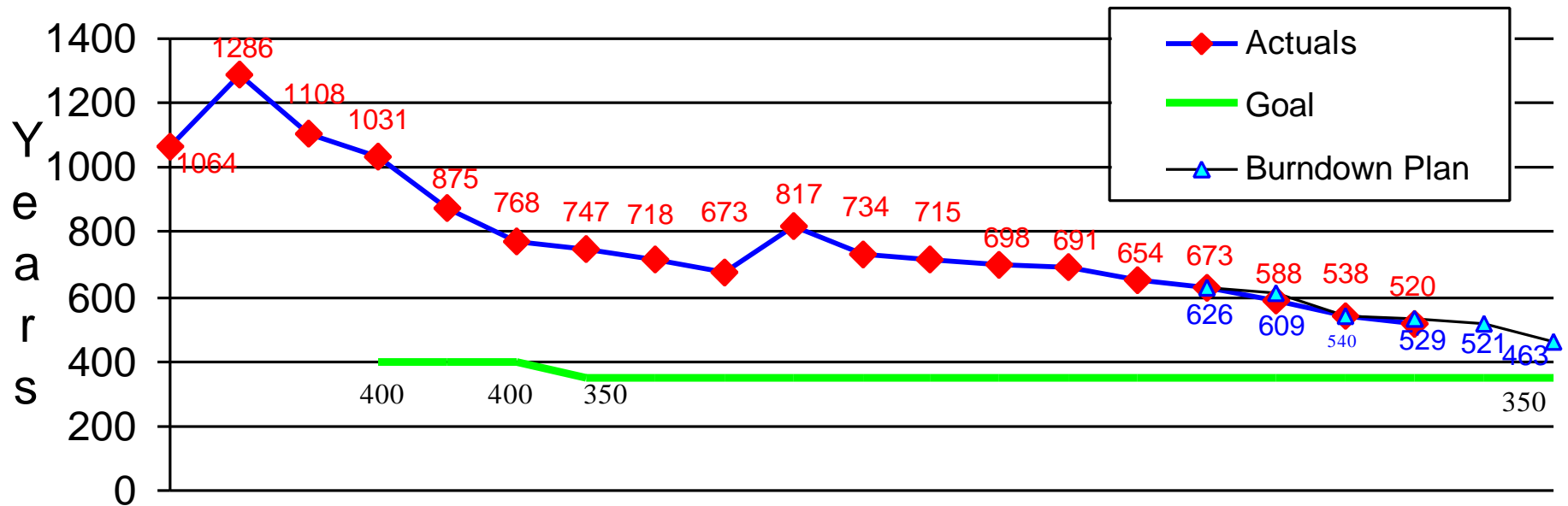
- **Task Description:** Engage in activities that will reduce/eliminate the backlog of open overhead negotiations to ensure overhead closeout actions are completed within a 2-year cycle.
- **FY98 Goal/Target:** 350 Open Overhead Years
- **Year End Status:** Red
- **FY98 Performance:** 538 Open Overhead Years
- **FY99 Adjustments:** Performance Goal 2.1.1 –Achieve final overhead negotiations within a two or three year cycle for major and non-major contractors respectively. DCAA's definition of a major contractor (over \$80 million of auditable dollar volume) will be used in determining whether a location is major or non-major.
- **DCMDW Process Champion:** Mike Yancy

Right Price

Task 2.1.6: Number of Open Overhead Negotiations

Status: **RED**

FY98 Goal: Backlog within 2 Year Cycle



- Closed 28 years in September (15 in October)
 - Over 2 Years = 273 Under 2 Years = 265
 - Burndown Plan is now based primarily on CAO input.
 - Closing Data Source: AMS (DIRAMS).

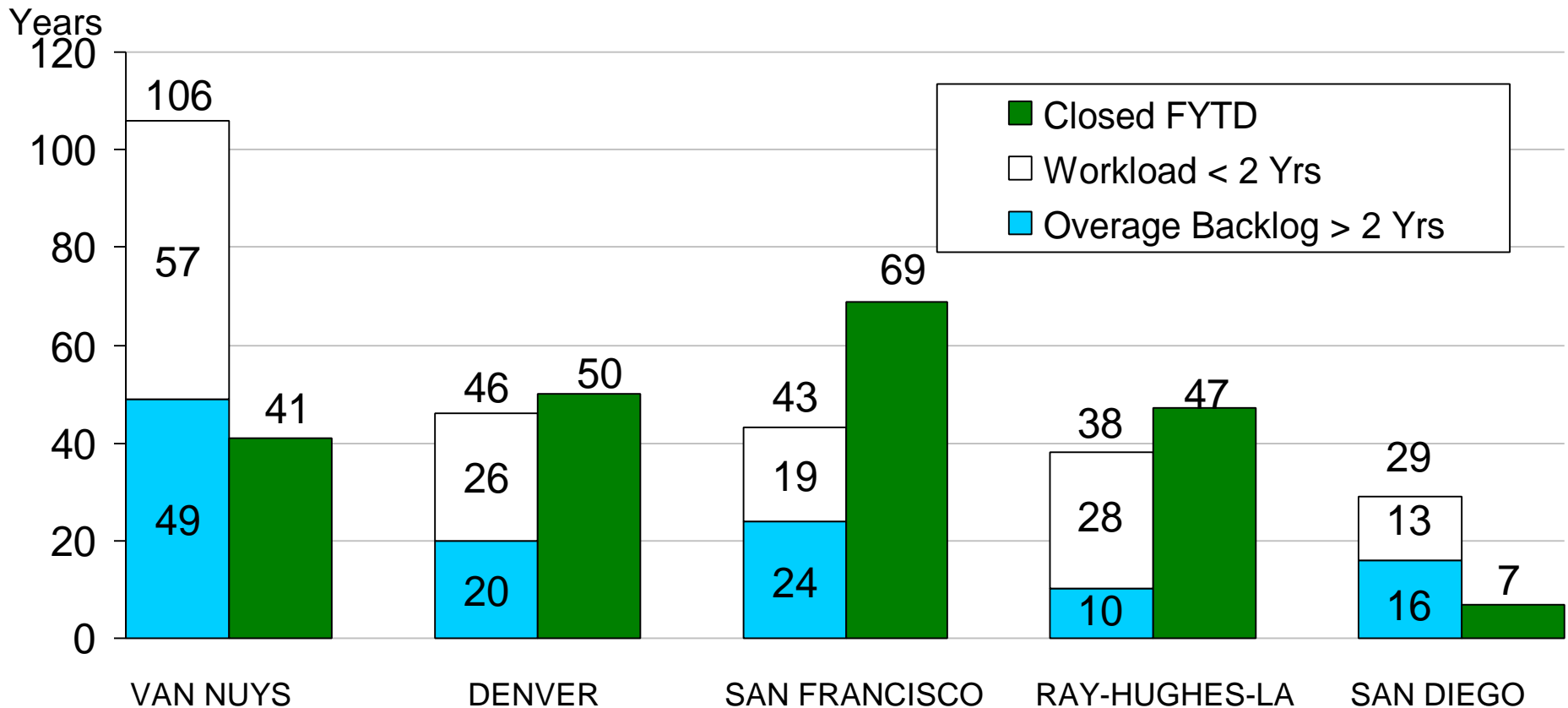
Note: Data Table Omitted from trend chart in current MMR presentation due to large amount of historical data displayed. Upon revision of MMR charts to reflect FY 99 revised goals, data table will be included.

DCMDW

Right Price

Number of Open Overhead Negotiations

Pacing CAOs for Overage Open Overhead Years

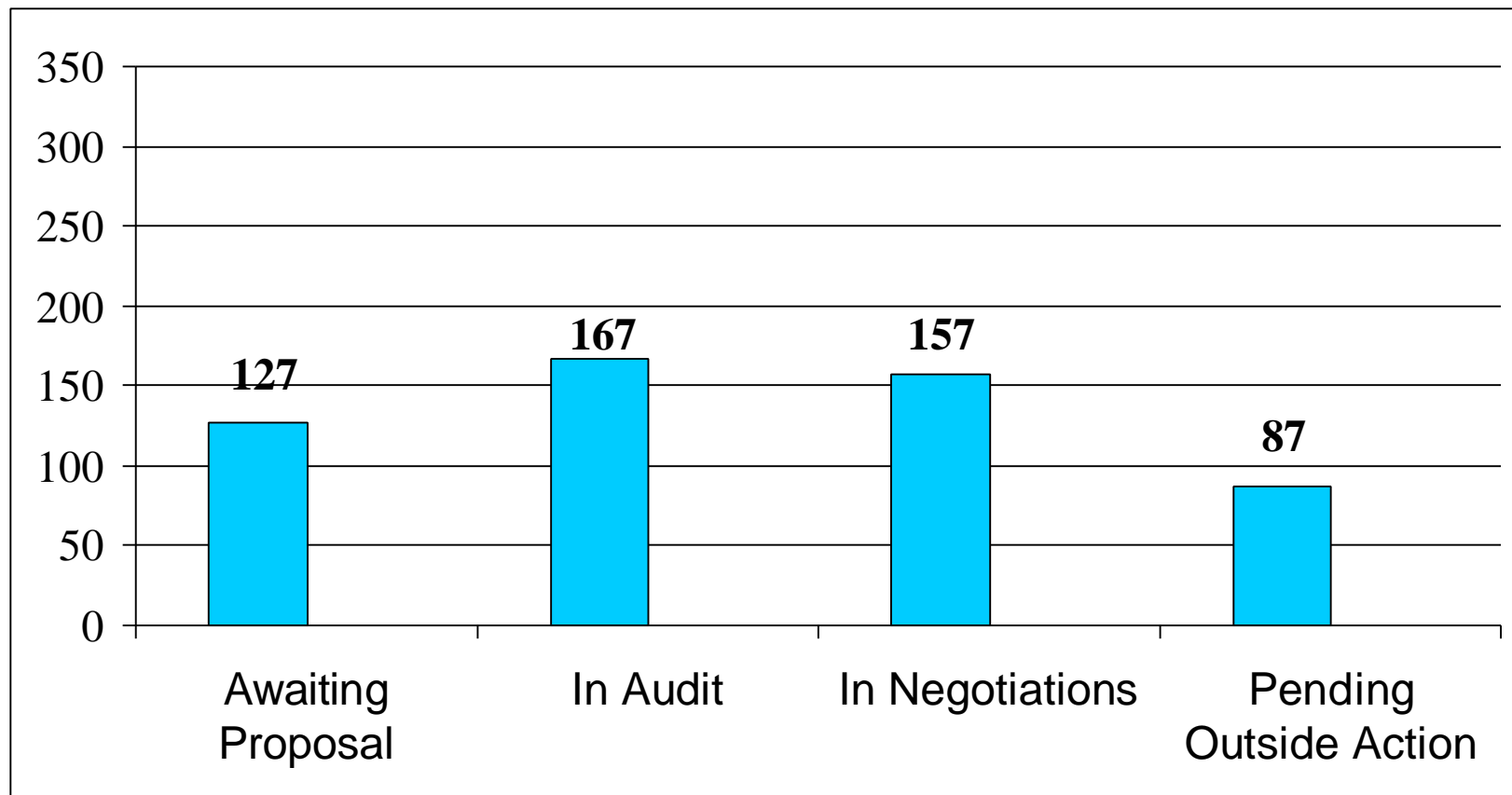


Data Displayed in descending order of overage open years.

Right Price

Task 2.1.6: Number of Open Overhead Negotiations

Process Status



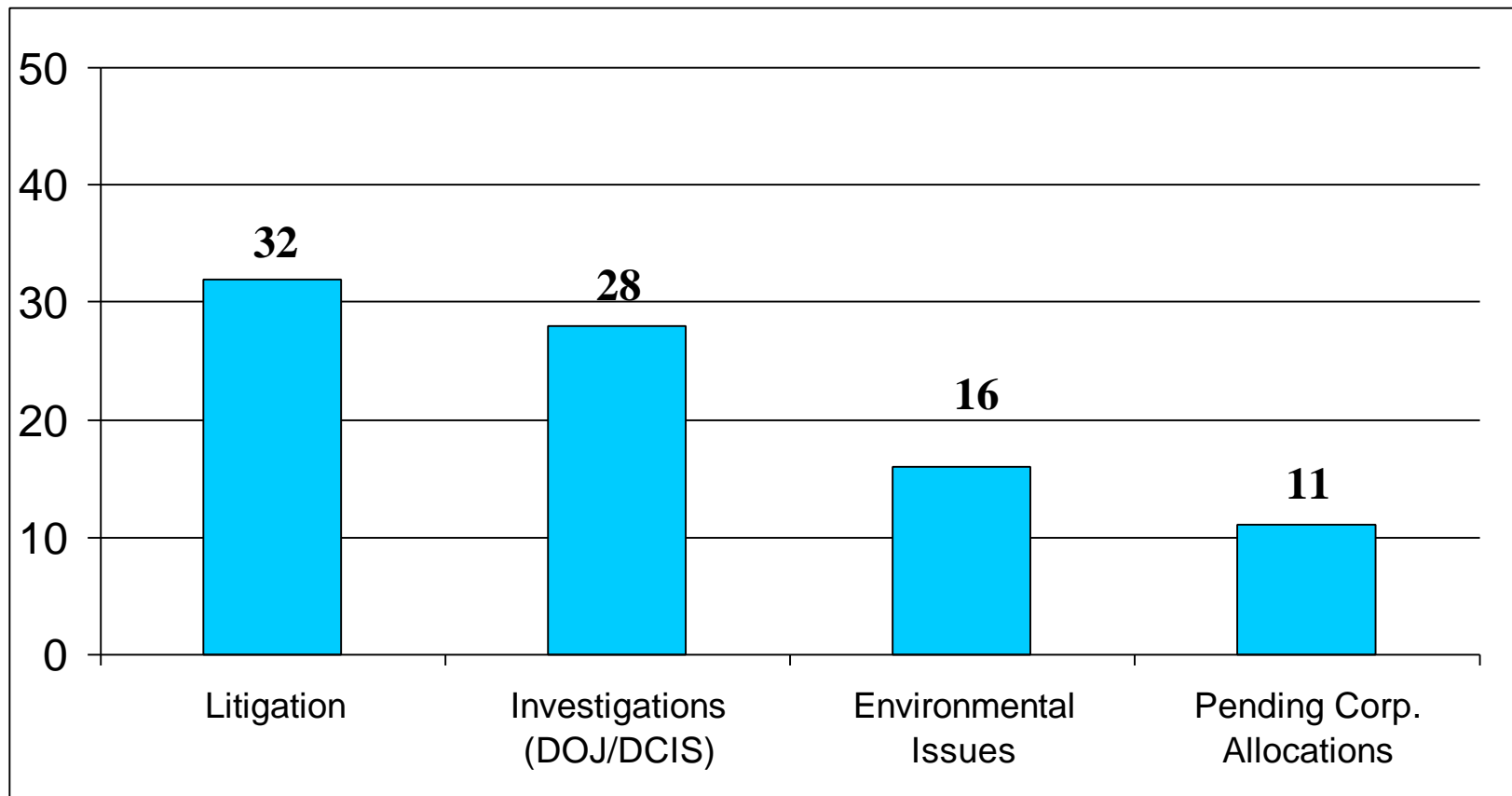
Data is displayed in order from the beginning to the end of the process.

Right Price

Task 2.1.6: Number of Open Overhead Negotiations

ROOT CAUSE ANALYSIS

Pending Outside Action



Right Price

Task 2.1.6: Number of Open Overhead Negotiations

– FY 99 Look Ahead:

- Major Contractors: More than \$80 million ADV
 - 2 year settlement goal
- Non-major Contractors: Less than \$80 million ADV
 - 3 year settlement goal
- Summary:

SEGMENTS	84	80
YEARS	285	253
GOALS	168	240
STATUS	RED	YELLOW

Data Source: CAO Input - July 1998 (Updated December 1998)

Right Price

Task 2.1.6: Number of Open Overhead Negotiations

Bottom Line:

- Closure progress continues - 538 open years remaining.
- FY 99 Goal more realistic with division between majors and non-majors.
- Increased focus during FY 98 on getting the audit determined claims in.

Task 2.1.9 - Contract Closeout

- **Task Description:** Maintain the percentage of physically completed contracts that are overage at 15% or less.
- **FY98 Goal/Target:** 15% or Less.
- **Year End Status:** Green
- **FY98 Performance:** During FY98 the monthly overage rate has dropped from 14.9% to 11.9%.
- **FY99 Adjustments:** This goal will continue under Performance Goal 2.1.3

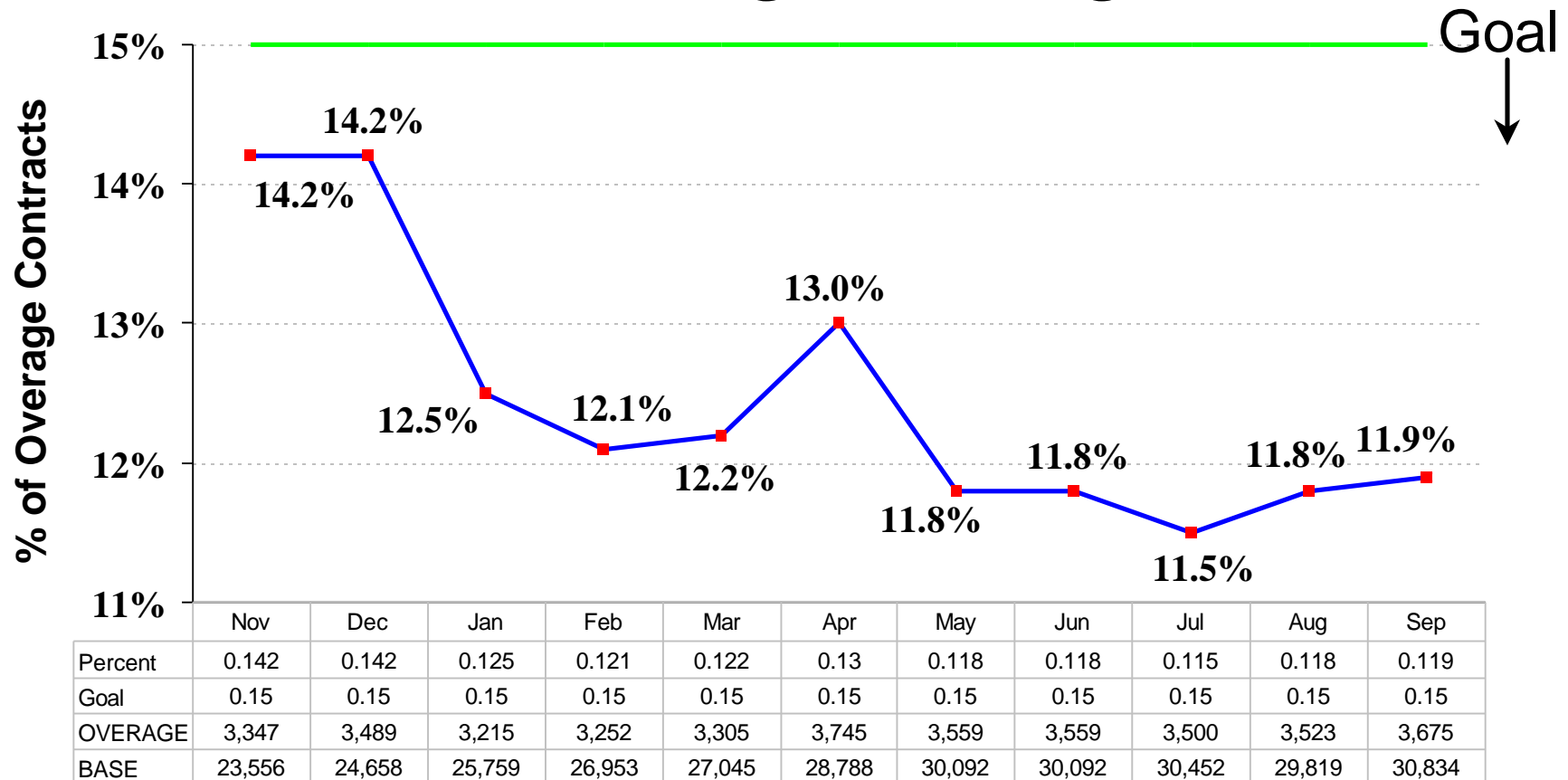
Right Price

Task 2.1.9 Contract Closeout

STATUS: Green

FY 98 Goal: < 15% overage

District Overage Percentages



- Started FY98 with 14.2%
- Ended FY98 with 11.9%

Task 2.1.10 Canceling Funds

- **Task Description:** Ensure 85% of canceling funds do not cancel.
- **FY98 Planned Goal/Target:** Save 85% of funds at risk.
- **FY98 Actual Results:** Saved 60% of funds at risk.
- **Rating:** Red
- **FY98 Performance:** Primary reason for failure: a lack of real time ACRN-level visibility, lack of attention in first two quarters of FY, moving targets. Command is reevaluating the 85% - may change for FY99. New web-based reporting system will greatly improve the process.
- **FY99 Adjustments:** This goal will continue under Performance Goal 1.2.5
- **District Process Owner:** Capt David Curry

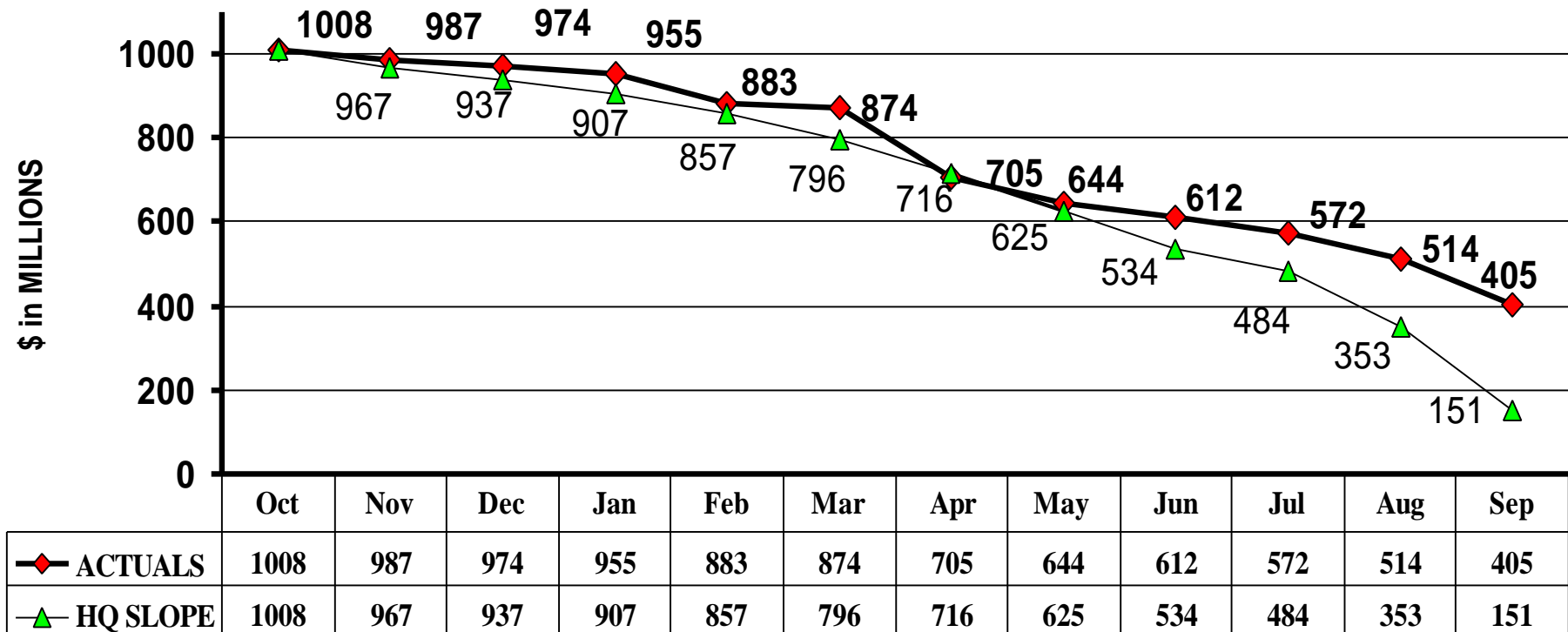
Right Price

Task 2.1.10 Canceling Funds

STATUS: Red

FY 98 Goal: Save 85% of Canceling Funds

District Canceling Funds Burn Down Trend



- Saved 60% of funds versus the goal of 85% - Saved \$601M
 (\$405 M Includes \$93M unliquidated Progress Payments)

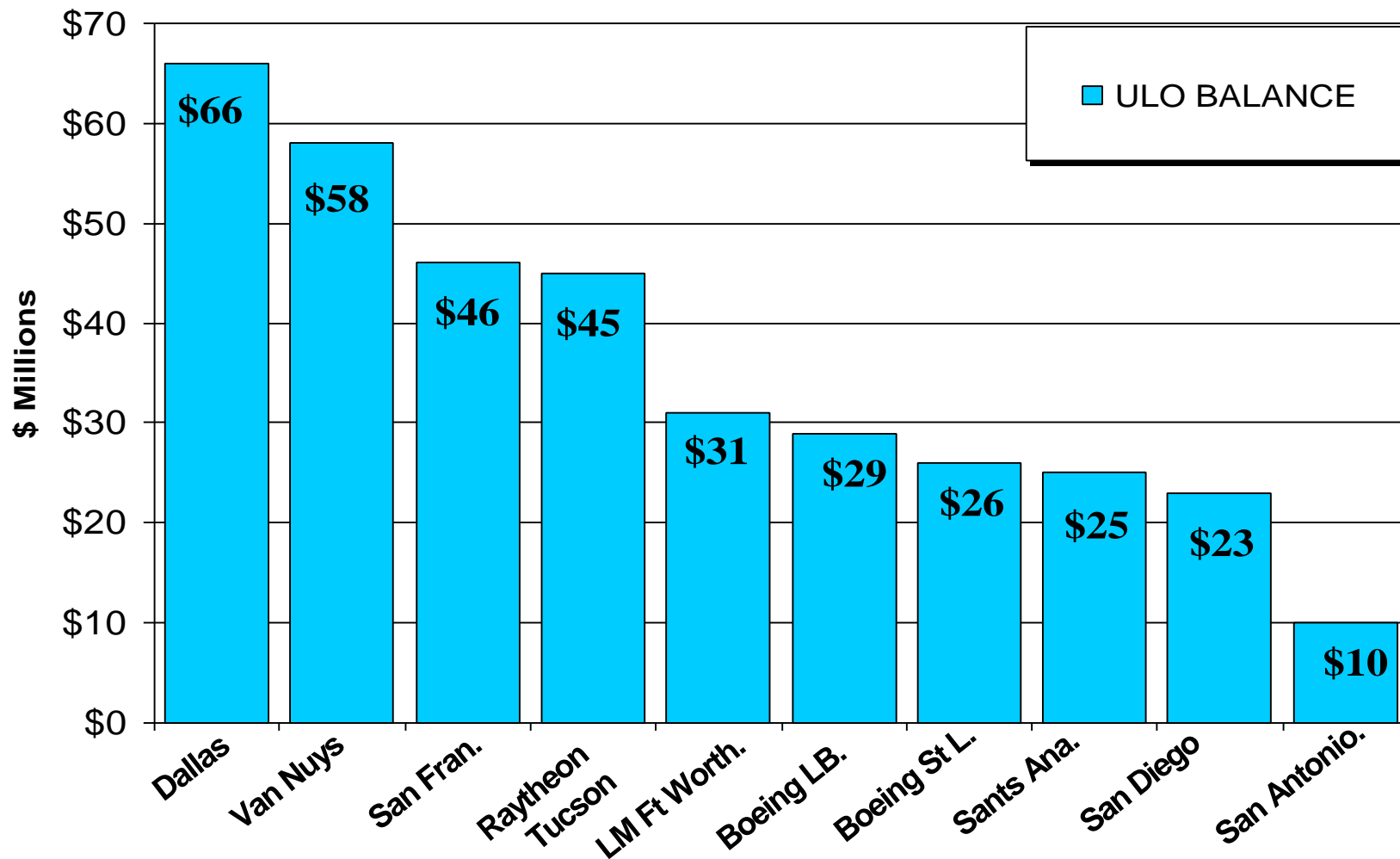
Right Price

Task 2.1.10 Canceling Funds

STATUS: Red

FY 98 Goal: Save 85% of Canceling Funds

Canceling Funds Pacing CAOs (*Sections 1-4*)



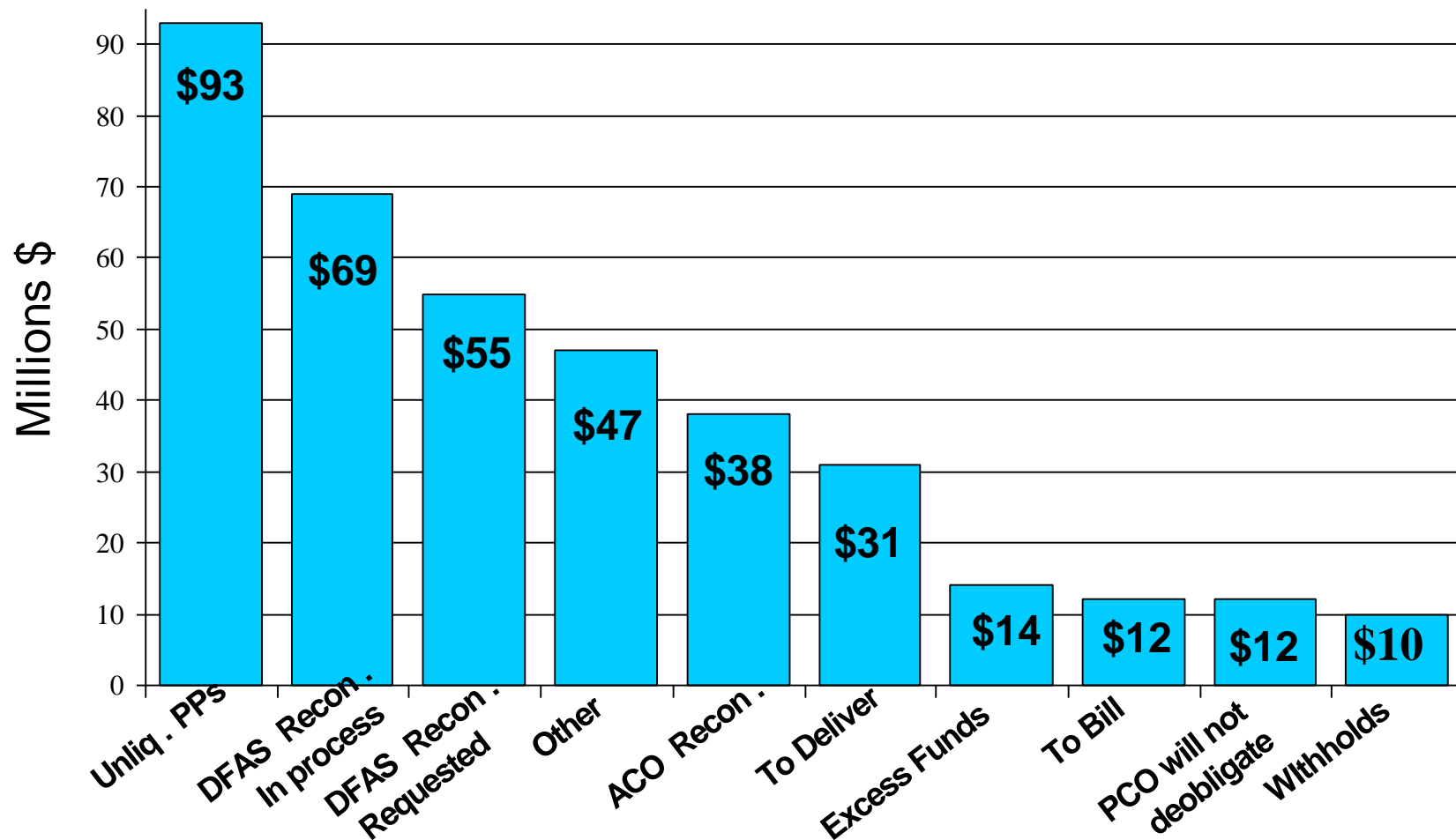
Right Price

Task 2.1.10 Canceling Funds

STATUS: Red

FY 98 Goal: Save 85% of Canceling Funds

Canceling Funds Drivers (*Sections 1-4*)



Right Price

Task 2.1.10 Canceling Funds

STATUS: Red**FY 98 Goal: Save 85% of Canceling Funds**

Bottom Line

- Saved 60% of funds necessary to meet the goal - Saved \$601M
- After netting out Progress Payments, and actions out of West's control, such as DFAS Recons, the District is near the 85% goal
- \$20M spike in unreported funds hit in mid-September -
HQ is working with the services to locate the source
- Canceling funds will be monitored at ACRN level

2.2.2--Privatization Services

- **Task Description:** Enhance the Command's ability to assist in transition to and support of privatized services for depot maintenance (contract administration of such services after privatization).
- **FY98 Planned Goal/Target:** Support
- **FY98 Actual Results:** Support given; see narrative chart.
- **Rating:** Green
- **HQ Process Owner:** AQOE

2.2.2--Privatization Services

- DCMDW provided the following support
 - Developed basic surveillance strategies to oversee the work transfers
 - This effort resulted in two documents establishing DCMDW's roles: A Concept of Operations and a Memorandum of Agreement
 - Formal analysis of specific workload packages and determination of DCMDW staffing levels
 - Provided an assessment of OO-ALC's quality system to the requirements of ISO 9002
- DCMC still awaiting Air Force funding of agreed-upon FTE numbers

Task: 2.2.16
Unit Self Assessment
and Management Control Reports

- **Task Description:** Fully Deploy One Book, Part II, Chapter 9, “Management Control and Assessment Process,” Revised March 11, 1997. (Includes activities for Refine Assessment Process Challenge)
- **FY98 Planned Goal/Target:** All CAOs complete a Unit Self Assessment and complete the MCRs as planned
- **FY98 Actual Results:**
 - All CAOs with exception of Sunnyvale, have updated USA FY98 as scheduled.
 - 847 (98%) MCRs were completed of 865 scheduled for FY98;
 - 628 (73%) MCRs completed in the 1st, 2nd, and 3rd quarters, support CAO ASAs.

Task: 2.2.16
Unit Self Assessment
and Management Control Reports

- Based on the MCRs, the District HQ staff elements and CAOs reported 235 mission and 60 mission-support processes requiring corrective action. Corrective actions are on schedule.
- **Rating:** Green
- **HQ Process Owner:**
 - USA: Pat Markam
 - MCR: Cheryl Lewis

DCMDW

2.2.20 - PLAS Reporting

- **Task Description:** Maintain monthly PLAS usage at 98%
- **FY98 Planned Goal/Target:** 98%
- **FY98 Actual Results:** 99.2%
- **Rating:** Green
- **FY99 Adjustments:** This goal will continue under Performance Goal 2.2.19 for FY99
- **DCMDW Process Owner:** Cathy Berrett

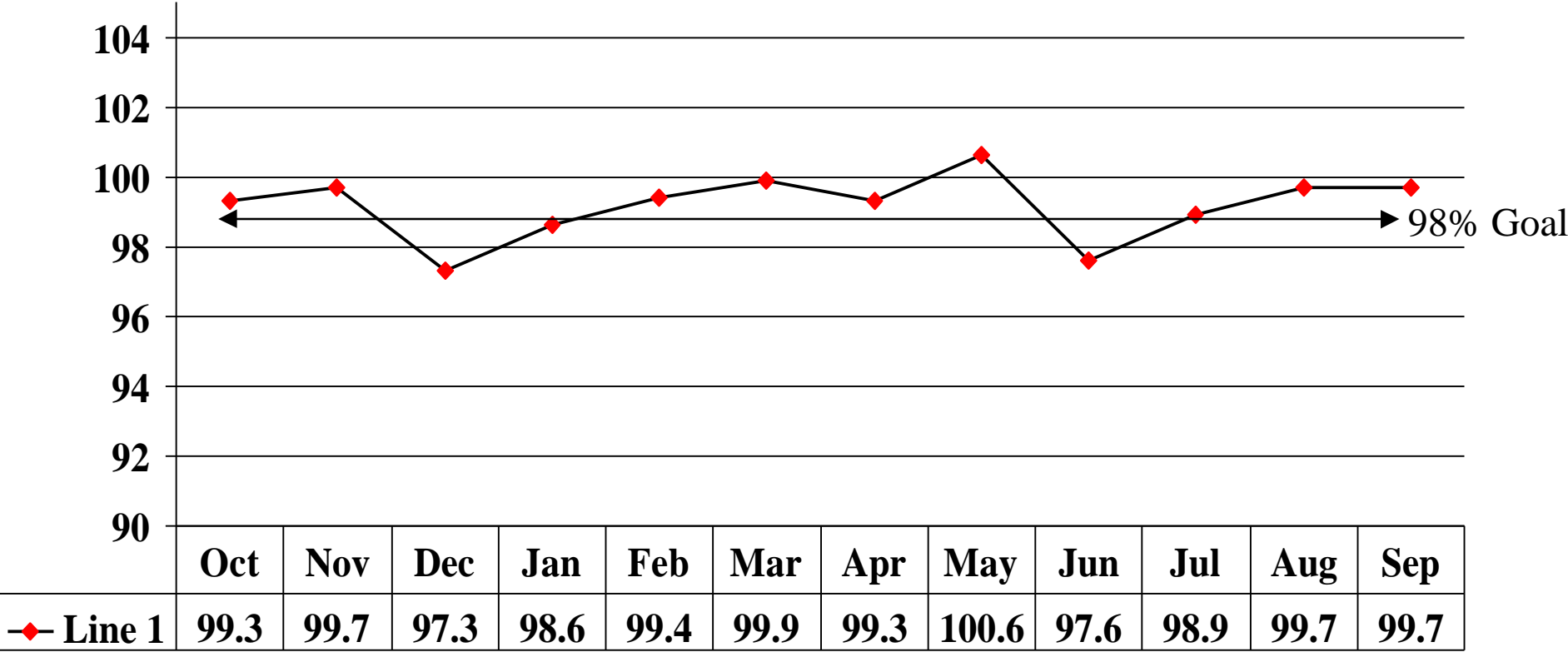
DCMDW

Performance Task 2.2.20

Maintain monthly PLAS usage at 98%

STATUS: Green

FY98 GOAL: 98%



2.2.21 Reduce DCMC's Facility Cost

- **Task Description:** Reduce DCMC's Facility cost (CONUS) by reducing space at non-contractor locations IAW DLAR 5305.2 (130 sq.ft. per person after consideration of special space use).
- **FY98 Planned goals/Target:** 130 square feet per person.
- **FY98 Actual results:** 141 square feet per person
 - Corrective Action plans are in affect
 - Exception granted by HQ for facilities that exceed goal
 - WHQ move to Carson
- **Rating:** Green
- **FY99 Performance:** This task will continue under performance goal 2.1.12
- **District Process Owner:** Betty Belleza, DCMDW-FA

2.2.23 - Supervisory Ratio

- **Task Description:** Increase the ratio of civilian employees to supervisors to 14:1
- **FY98 Planned Goal/Target:** 14:1
- **FY98 Actual Results:** 14:1
- **Rating:** Green
- **HQ Process Owner:** Velma Livsey

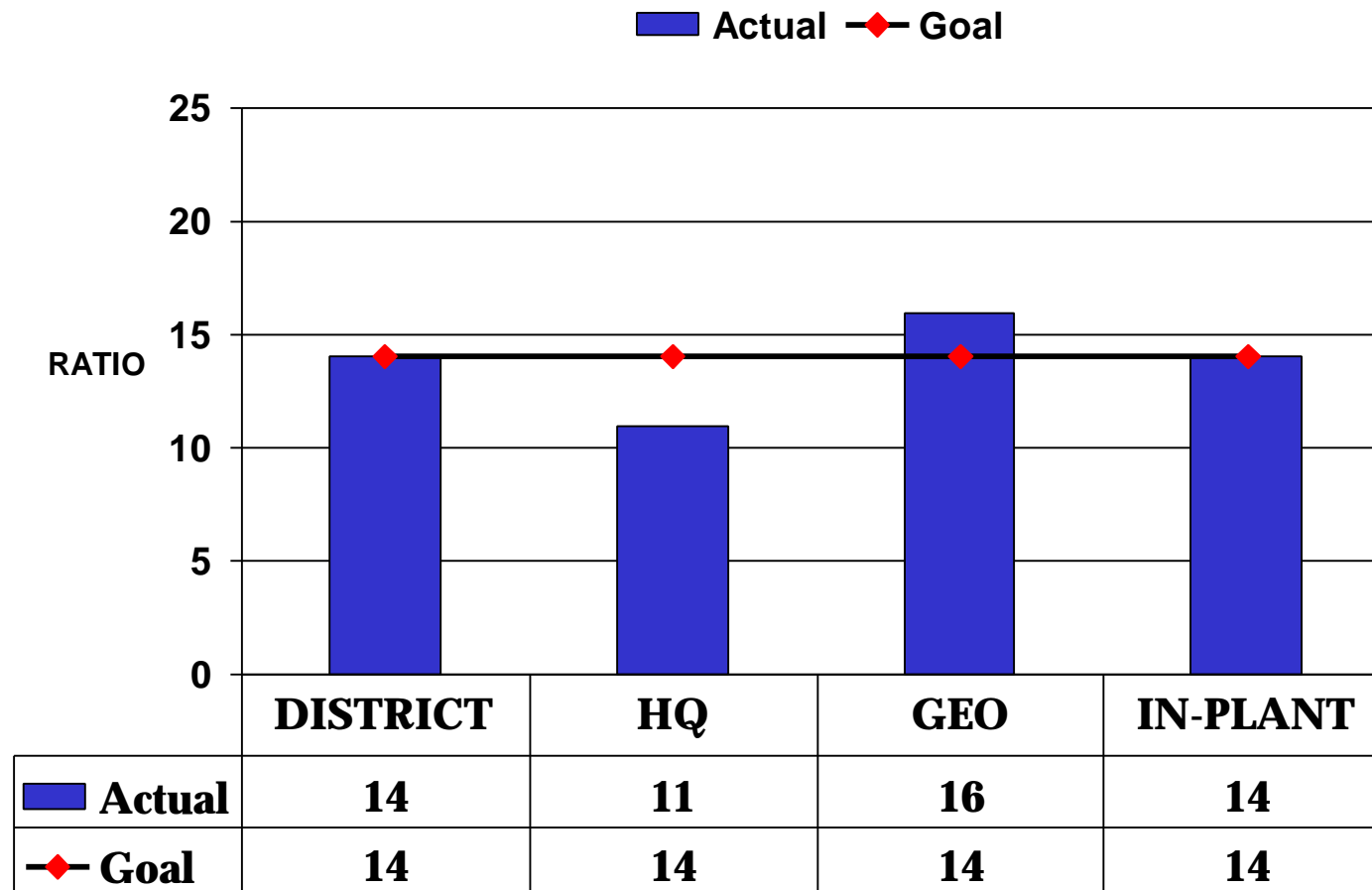
Right Efficiency

Task 2.2.23 - Supervisory Ratio

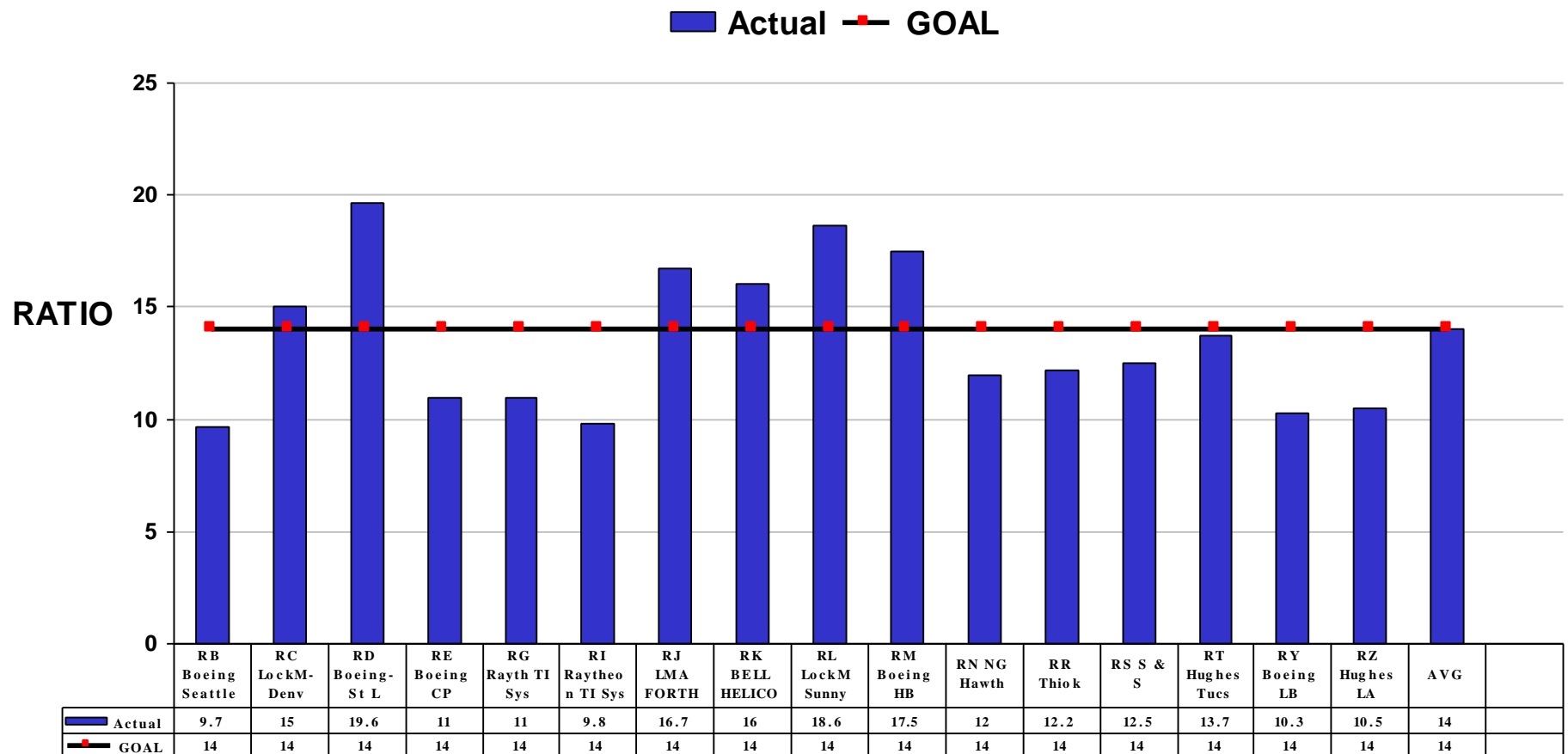
Increase Supervisory Ratio to 14:1

STATUS: Green

FY98 GOAL : 14:1



FY98 GOAL



[illegible]

Right Efficiency

Task 2.2.24 - Improve Labor Management Relations

Union Grievances (UG) and Unfair Labor Practices (ULP)

STATUS: Green

- **Task Description:** Improve Labor Management Relations within DCMC
- **FY98 Planned Goal/Target:** Zero UGs or ULPs against DCMC
- **FY 98 Actual Results :** See Narrative Charts
- **Rating:**
 - **Unfair Labor Practices - No final FLRA decisions rendered against DCMDW. GREEN**
 - **Union Grievances: No arbitration decisions rendered against DCMDW. GREEN**
- **Process Owner: DCMDW-H**

Right Efficiency

Task 2.2.24 - Improve Labor Management Relations

Union Grievances (UGs) and Unfair Labor Practices (ULPs)

FY 98 END

ULPs:

FY 97 **Carryover** - 7 ULPs Filed - 5 Dismissed; 2 Settled.

FY 98 - 12 ULPs Filed - 6 Withdrawn; 1 Settled; 5 Pending

UGs:

FY 98 - 4 Filed/PENDING

- UGs represent actions filed by the union for arbitration.
- ULPs represent actions filed by the union to the FLRA (Federal Labor Relations Authority) for resolution.

Right Efficiency

Task 2.2.24 - Improve Labor Management Relations Partnership Agreements

Total Possible Agreements	34	(30)
Actual Agreements	23	(21)
Union Withdrawn	7	(6)
Pending Agreements	4	(3)

() - Denotes AFGE Data

-Pending Agreements are as follow:(New) DCMC Seattle; DCMC Lockheed-Martin Missile and Space -Sunnyvale (1910-types); DCMC Chicago-Milwaukee and DCMC Boeing- Long Beach.

Right Efficiency

Task 2.2.24 - Improve Labor Management Relations

Bottom Line

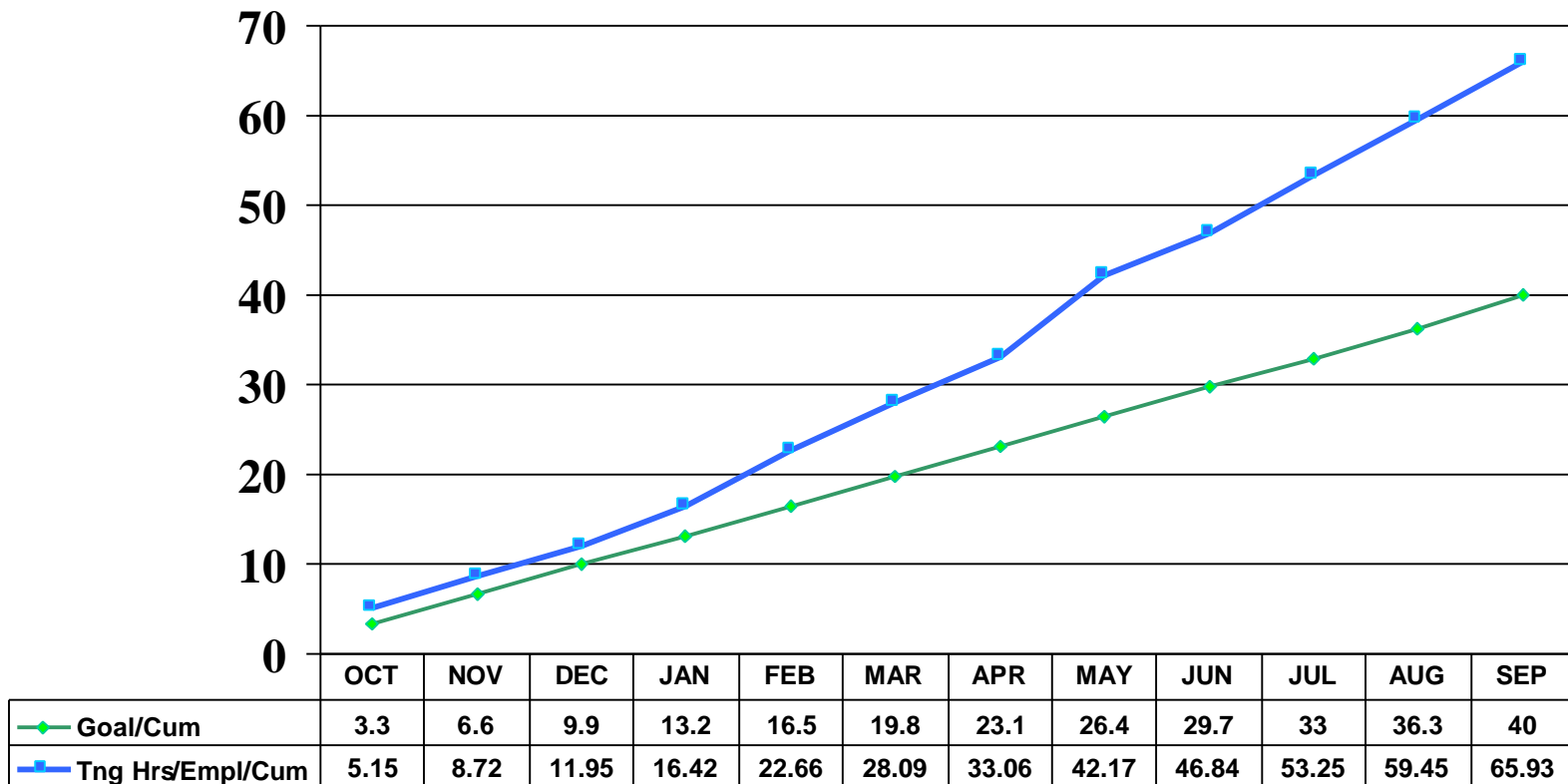
- **New Supplemental Agreement Signed 10/28/98. Improved communications may result because it is a document blended from all the cultures merged into DCMDW from BRACs.**
- **Filing of ULPs or UGs are processes/ valves, either contractually or statutorily defined, for handling disputes/disagreements between the Parties.**
- **Increase in withdrawals from Partnership Agreements by the union are anticipated due to the first 7106 (b)(1) FLRA decision and interpretation of the weight of E.O. 12871.**

3.1.1 Training Hours

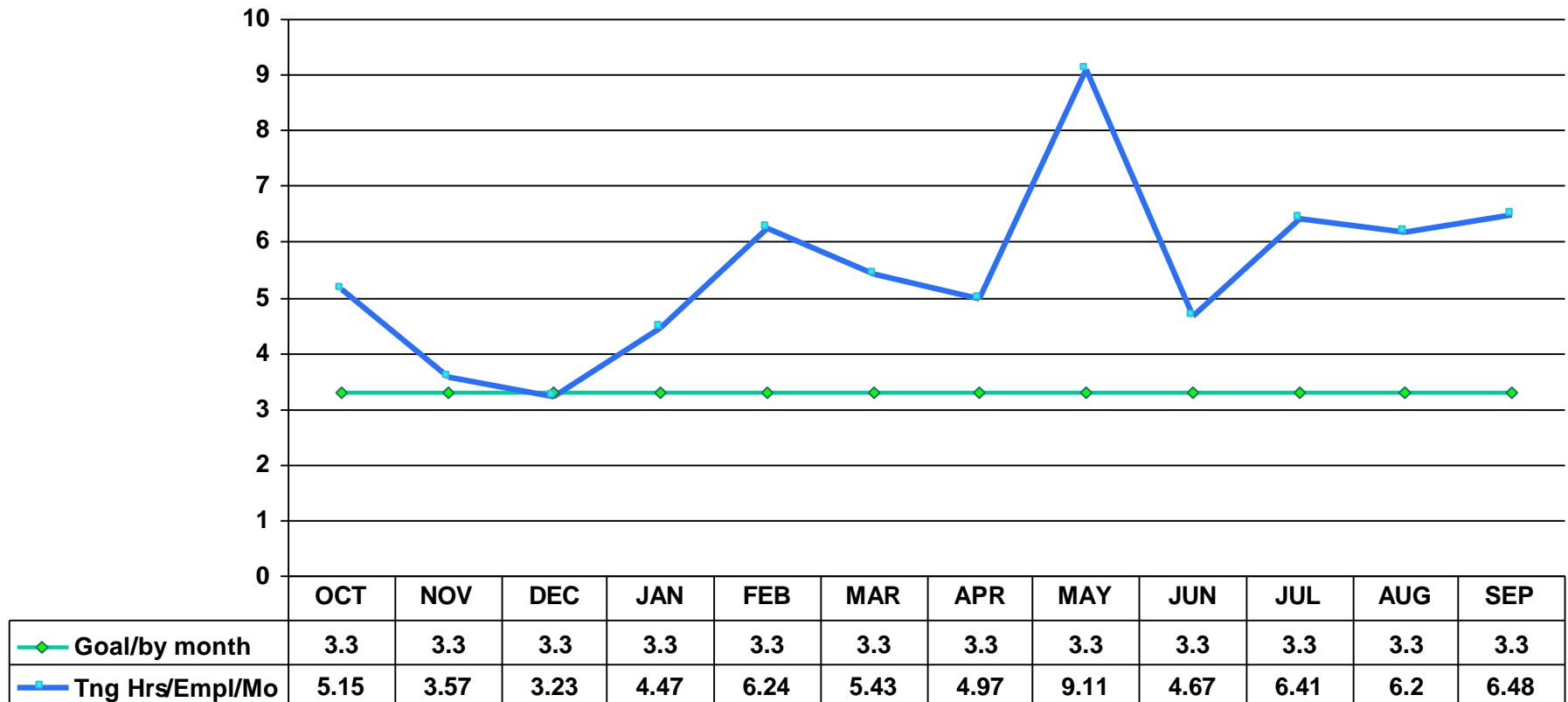
- Task Description: Monitor Training Hours per employee compared to the industry benchmark of 40 hours of training per employee
- FY98 Planned Goal/Target: 40 hours of training per employee per year
- FY98 Actual Results: 66 hours per employee
- Rating: Green
- DCMDW Process Owner: K.Burlingame, MJ

3.1.1 Training Hours FY 98

Cumulative



3.1.1 Training Hours FY 98 by month

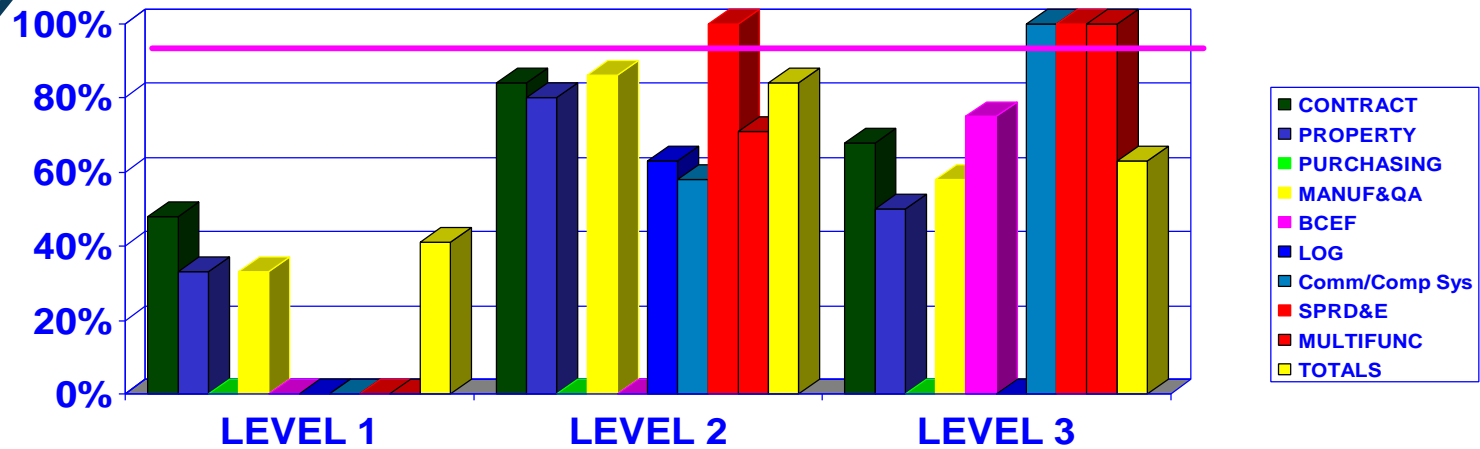


3.1.2 DAWIA Certification

- **Task Description:** Monitor the percentage of personnel that are DAWIA certified at Levels I, II, and III; increase the percentage of personnel that are DAWIA certified to 90%.
- **FY98 Planned Goal/Target:** 90% certified
- **FY98 Actual Results:** I=41%; II=84%; III=63%
- **Rating:** Red
- **Corrective Action:** DCPDS data remains inaccurate; DLA working the problem; no projected get well date. Interim: PLFA collect data from SLFAs and build stand-alone database until DCPDS data is reliable. PLFA progress hindered due to shortage of resources.
- **DCMDW Process Owner:** K.Burlingame, MJ



DAWIA Certification



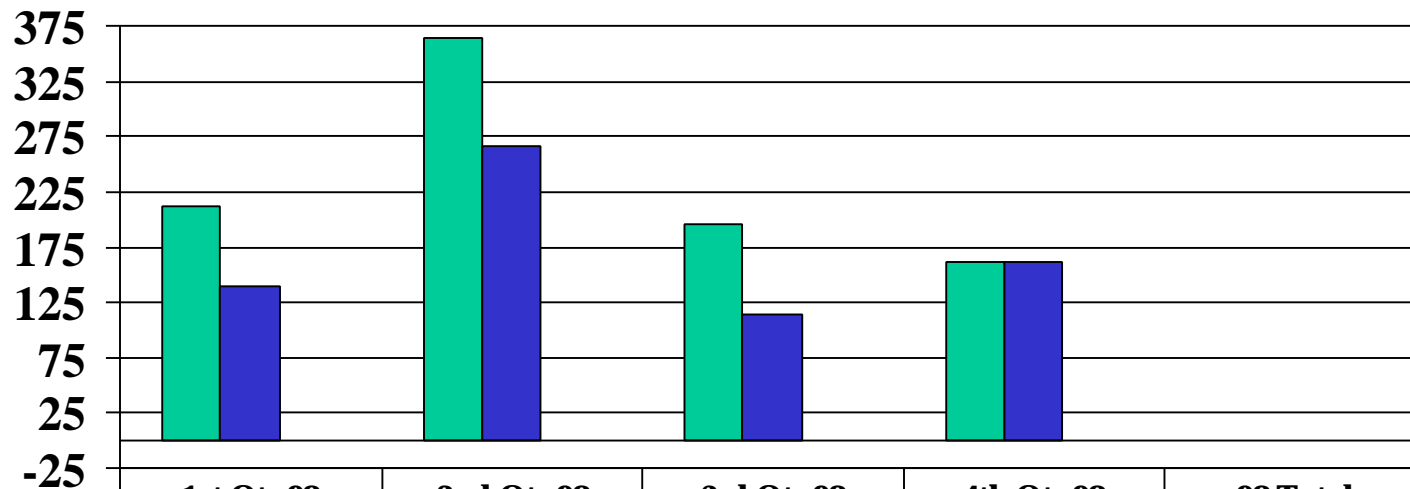
	CONTRACT	PROPERTY	PURCHASING	QA & MANUF	BCEF	LOG	COMM/COMP SYS	SPRD&E	MULTIFUNC	TOTALS
LEVEL 1 TOTAL	23	15	0	3	0	0	0	0	0	41
Meets Pos	11	5	0	1	0	0	0	0	0	17
Delta	12	10	0	2	0	0	0	0	0	24
%Meets	48%	33%	0%	33%	0%	0%	0%	0%	0%	41%
LEVEL 2 TOTAL	872	147	3	2269	1	8	36	2	24	3362
Meets Pos	730	117	0	1947	0	5	21	2	17	2839
Delta	142	30	3	322	1	3	15	0	7	523
%Meets	84%	80%	0%	86%	0%	63%	58%	100%	71%	84%
LEVEL 3 TOTAL	215	4	0	248	4	0	3	1	1	476
Meets Pos	146	2	0	144	3	0	3	1	1	300
Delta	69	2	0	104	1	0	0	0	0	176
%Meets	68%	50%	0%	58%	75%	0%	100%	100%	100%	63%

3.1.3 Training Quota Usage

- **Task Description:** Achieve a 95% utilization rate for all Defense Acquisition University (DAU) quotas received.
- **FY98 Planned Goal/Target:** 95% utilization rate for quotas rcvd
- **FY98 Actual Results:** 74%
- **Rating:** Red
- **Corrective action:** Increase monitoring of quotas requested, received, and used through weekly reports from program manager. Progress hindered by resource shortages.
- **DCMDW Process Owner:** K. Burlingame, MJ

3.1.3 TRAINING QUOTA USAGE

By Quarter - FY 98



	1st Qtr 98	2nd Qtr 98	3rd Qtr 98	4th Qtr 98	98 Total
# QUOTAS RECD	213	364	196	161	934
# QUOTAS USED	140	267	115	161	687
% USED	66%	73%	59%	100%	74%

Special Topic

DCMDW Managing DD 250 Rejection Rates

Presented By C. Glass
Year end FY 98
December 1998

Special Topic

Managing DD 250 Rejection Rates

- **Task Description:** Reduce the backlog of recycled (rejected) DD 250s.
- **FY98 Planned Goal/Target:** Reduce the number of new recycled DD 250s and those that remain on the recycled report for more than 10 days.

- **FY98 Actual Results:**

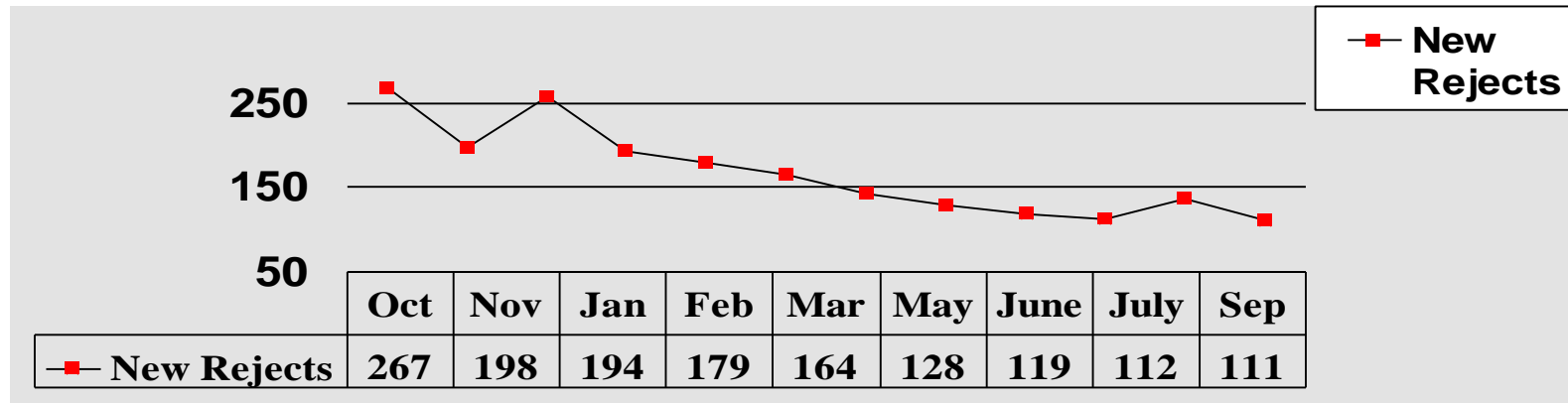
	<u>“New” Recycles</u>	<u>Recycles “>10 days old”</u>
Dec 97	258	3560
Sep 98	111	631

- **Rating:** Green
- **FY99 Adjustments:** HQ has removed the requirement for reporting “new” recycles and is considering removing this reporting requirement in it’s entirety. However, Districts’ will still be required to monitor the process.

Special Topic

Managing DD 250 Rejection Rates

DCMDW Daily Average of “New” Rejected Line Items



DCMDW Daily Average of Line Items Rejected >10 Days

